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The Impact of Order Winners Operation Criteria of Internet Service Providers on the Performance Indicators : The Case of Jordan

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" أثر معايير العمليات الناجحة لمزودي خدمة الانترنت على مؤشرات الأداء: الأردن كحالة دراسية "

The Impact of Order Winners Operation Criteria of Internet Service Providers on the Performance Indicators: The Case of Jordan

إعداد

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وقد وافق عليها :

الدكتور يزن خالد مقدادي ....رئيسا

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Dedication

Thanks God The All Mighty and Peace on His Prophet Mohammad Master of Prophets and the last messenger to humanity and to all his followers.

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Abstract:

The aim of this study is to identify the main and most significant order winner criteria, which help service providers to win order on the market depending on its competitiveness. Further, identifying the most successful strategies in attracting customers to deal with particular internet service provider in Jordan over the period (2009-2013). 626 customers of three internet service providers in Jordan (Zain,Orange,and Umniah) were surveyed to identify the order winners' operational competitive criteria.The order winners criteria were identified for each service provider by using one-sample t-test .The change of order winners criteria were traced over the study period for each service provider by using one-sample t-test. Prediction models of the relationship between performance indicators and order winners' operational competitive criteria developed for this study by using Simple Regression. The finding of this study suggested that the most convinced operational competitive criteria to customers in Jordan was quality. However, all other criteria did not have significant influence on the customer's selection process of a service provider.In addition, Single Regression results indicated that there has been a positive relationship between significant order winner criteria (quality as an independent variable) and performance indicators (customer satisfaction, customer loyalty, customer retention, trust and switching cost as dependent variables).

Keywords: internet service provider; order winners; operations strategy; Jordan.

CHAPTER ONE : Introduction

1.1 The importance of the internet: Background

The Internet and information technology have become integral to daily economic and social life dealings. Generally, most people work via the internet all day. They share and communicate data easily without mentioned difficulties. Nowadays, we can communicate with people around the world and use internet to continue our business matters or to talk to friends. Undoubtedly, internet is the first and the great source of information, communication, business, marketing, popularity and entertainment.

Bargh and Mckenna (2004) explain the evolution of the facts of the Internet, where who was the latest in a series of technological achievements. According to Manasian (2003 cited in Bargh and Mckenna,2004) , more than 600 million people worldwide had accessed internet. In addition, they argue that the internet is a communication channel that links people who have similar beliefs, values, attitudes, goals and interests.

According to Porter (2001) "internet technology provides better opportunities for companies to establish distinctive strategic positioning than did previous generations of information technology"., The researcher suggested that the internet has contributed in supporting technology. Porter(2001) highlights the role of internet in the economic sector and how managers use internet in their dealings with targeted markets. Organizations dependence on the using internet has affected their products and services demand and cost. The advertise products or services of any business companies are not a major problem, business companies can develop their own websites and information regarding the product or service to convince their customers with their works. To conclude, the above discussion shows that internet is

not only a social medium or communication, but also an economic one. As we live in a world of business, products and customers. Societies try to impose their potentials by economies not by missiles.

Chavez (1997) claims that internet usage has impacted positively on critical thinking, problem solving and networking. He also concentrates on the internet's ability to connect computers and several individuals without the barrier of geographic space. The foresaid words explain the pivotal role of the internet in solving problems (i.e. finding solutions just in one click on your computer easily and systematically). To sum up, the internet is considered the best way for collaboration and interaction between specialists, scholars, organizations and people. The internet is a global communications network that allows the exchange of information between smaller networks related to the computers on the world.

The above discussion gives us a clear piece of evidence that the internet is mainly existed to tie relationships among individuals and societies. So, Internet service providers are just the linking point between the company of the information and the users, i.e. a way for users to connect to the internet services.

The previous view on the role of the internet in our life is closely related to other sectors as economic and social sectors. The above mentioned authors have addressed the role of internet from different perspectives ,Bargh and Mckenna (2004) pursuits the chronicle development of internet and how internet overcomes others' communication obstacles or problems. Finally, the internet has changed the way of life of the people, turning them into the latest lifestyle with its developments.

1.2 Overview of internet service providers in Jordan

According to the Jordan Department of Statistics (JSD) the internet usage began in Jordan in 1995. Then, the National Information Center started to establish the network's infrastructure. In 1997 registration services of the internet in Jordan had started. the following year . The first services provider started in jordan . The number of internet users in Jordan is estimated around 4.2 million by the end of 2013 . therefore , the usage rate has reached up to 55.7% , As a result, Jordan ranked the sixth among the Middle East in terms of the number of users , and ranked ninth in terms of penetration rate among users .

According to Jordan Department of Statistics (JSD) , the number of the Jordanian users has doubled to 7.85 times during the period from 2000 to 2008 , due to the increasing number of internet services providers. Now, there are thirteen companies that provide the internet service in Jordan, These include: "Access Me Jordan", Umniah Internet, "Orange", "Batelco Jordan", "Cyberia Jordan"," Zain "," Wi Tribe"," Mada ", "Kulakum Internet", "Sama ", "TE Data", "Wanadoo", "The Blue Zone".However,this study will be limited to 3 companies.(Umniah , Orange and Zain) . The service providers started to compete with each other. Therefore, the internet has spread widely in Jordan and the number of the customers increase continuously with the decrease of the subscriptions' price . The companies offer the internet services in different ways , without the need of fixed line telephone with high speed, which means very high level of competition .

1.3 Problem Statement

The Telecommunication Regulatory Commission - TRE(2013) has issued formal statistics which shows that the number of the internet users in Jordan increased significantly over the last five years from 1.5 million in 2008 to 3.8 million at the end of 2012 i.e. the penetration rate has increased from 26% in 2008 to 55.6% at the end of 2012 .Also, the number of internet service providers increased from three in 2005 to 13 internet providers in 2013. The above statistics creates a kind of competition among internet service providers to own the maximum number of users.

Furthermore, the number of users and number of service providers are expected to continuous growth further in the future. According to the successful practices in Jordan could be a role model for the service providers in other developing countries and for the new entrants in the future. These practices were not reported by previous studies .The majority of previous studies have focused on reporting the practices of manufacturing corporation in developed countries (Stevenson, 2007) with the limited concern about service sector in general and service providers in particular (Migdadi, 2012)

The majority of previous studies of internet service providers focused on the marketing aspect as loyalty, customer satisfactions and relations e.g. (Ruyter et al, 1998) while this study focuses on the operations strategies, the previous studies of operations strategy have addressed manufacturing sector rather than service sector, so the traditional operation instead of electronic was the main research issue.

1.4 Aims and Objectives of the Study

To have better insight about effective practices of internet service providers the order winners' criteria will be reported in this study. Also, this study aimed to identify the order winners operation strategy of the internet service providers in Jordan. In order to realize this aim the following objectives will be realized;

1. using literature to operationally define the internet service providers operations, actions and capabilities.
2. using literature to construct a conceptual model of the internet service providers operation strategy.
3. identify the order winners' operations competitive capabilities of internet service providers in Jordan over the period (2009-2013).
4. developing the prediction models of significant order winners, operational competitive criteria and the performance indicators.

1.5 Implication of the study

according to the wide spread of Internet providers in Jordan and at the same level the speed growth of customers highlight the urgent need to study order winner and qualifier of the internet facilities. this study helps to systemize managers' missions in making and taking critical decisions respectively .To explain, managers will depend on scientific researches instead of bureaucratic decisions which are based on traditional patterns .As a result, this kind of research will increase the competitive values and criteria among providers. Also, managers can exploit results to identify the priorities of their chief duties, especially on the customers' needs and desires. All in all, managers will transmit and develop the researcher's study from the theoretical aspect to the practical one.

1.6 Operational Definitions

- **Order Winner :** set of attributes related to internet service which convince the customer to deal with a particular internet service providers in Jordan, instead of others.
- **Customer Satisfaction:** customers attitude toward the quality of attributes of internet service of a particular providers in jordan .
- **Customer Loyalty:** customer's intention to stay with the current internet service provider.
- **Customer Retention:** number of years the customers still subscribed with same internet service provider in jordan.
- **Switching Cost:** customers attitudes toward the costs associated with switching internet service provider to another or the negative costs that a subscriber incurs as a result of changing internet service provider.
- **trust:** customers attitudes toward confidence ,integrity, strength, ability, surety of a service provider in jordan.

1.7 Thesis Structure

CHAPTER ONE

Introduction

CHAPTER TWO

Order winners operation strategy literature review

CHAPTER THREE

The conceptual model of internet service providers operation strategy

CHAPTER FOUR

Research methodology

CHAPTER FIVE

Analysis and discussion

CHAPTER SIX

Conclusions, applications and recommendations

CHAPTER TWO

The Order Winners and Qualifiers Reported by Previous Studies

2.1 Introduction

Competition and interchangeable or dynamic markets are creating an uncertain environment. These changes made customers craving to expect new, high value, and high quality products and services. Market dynamics describes the price signals that result from the changes in supply and demand of any product or service. It is a fundamental concept in supply, demand and pricing. In order to remain competitive, the firm should be able to integrate and build internal and external competences to address changing environments. Porter (1980 cited in Boon-itt,2009) indicated in his study that competitive capability is the extent to which an organization is able to create a defensible position over its competitors. Hayes and Pisano (1996) suggested that capabilities are activities that a firm can do better than its competitors. The ability to integrate, build and reconfiguration according to environmental changes should be reflected by the strategic business objectives and should be expressed in terms of order-winning attributes. The order winning attributes are based on the use of quality control and quality assurance principles that meets consumers' expectations.

In his study, Boon-itt(2009) used the competitive priorities theory and strategic emphasis on developing certain capabilities, to examine the relationship among competitive capabilities as an important element of operations strategy. The author analyzed five competitive capabilities with the data came from 151 firms of first tier suppliers and automakers in Thai automotive industry. This stud has found that there are positive correlations among elements of competitive capabilities. They

found that the product quality, delivery, product innovation, production flexibility, and production cost are the most important factors that the Thai automotive industry considered to compete in this industry. Wood et al., (1990) examined dimensions of competitive capabilities which focused on the performance of product (durability, reliability, customization, cost, price, short delivery time, and on-time delivery) and product quality (manufacturing and consistency quality). On the other hand, Likewise, (Vickery et al.,1993) examined a list of production competence in terms of flexibility (product, volume, and process), product (reliability, durability, cost, and lead time), and delivery (speed, price, and dependability). As seen in these studies, production lead time can be categorized as the sub-dimension of delivery, and product cost and competitive pricing can be categorized under the dimension of cost.

In the communication and technology industry, quality has been the major strategy for competition. internet service providers (ISPs) need better ways to enhance the broadband internet performance. Of nearly two billion internet users worldwide, about 500 million are residential broadband subscribers. Unfortunately, enhancing home internet performance is not a simple task. Several tools need to be measured to enhance Internet connectivity and its performance. The typical download and upload rates of home access networks and connection modems are measured as the most important factors to enhance internet performance. Better access link performance requires some measurements either from the home (the “inside out”) or from the server (the “outside in”). In all cases, continuous measure of some common factors such as home network cross-traffic, the wireless network, or end-host configuration is needed to enhance the connectivity performance. Without continual measurements of all tools and key factors in the internet connectivity, performance level will not be achieved.

There is an extensive literature documenting some important factors that influence customer choice of internet service provider. The dramatic influence of bundled and unbundled prices on consumer evaluations and choices is extremely important (e.g., Hamilton and Srivastava, 2008). Overall quality and how the total price is apportioned between the components of the bundled service remain very important (Chakravarti et al., 2002; Hamilton and Srivastava, 2008). Bundled service is a powerful tool to compete in this industry and provides the customers a great service in terms of quality, response time, and easy transaction. But it is critical too. Purchases that involve trade-in options pose greater complexity than transactions that exclusively involve purchases. Also, consumers make relevant reference price comparisons of all services to arrive at component-level of gain or loss assessments. The important question need to be answered is how would a consumer process the information on bundled pieces and get into a single evaluation of the overall exchange? Consumers may create weights for the new item to evaluate the overall exchange. The component weights are different based on the naturally more important component. Prior research has discussed which component is more important to consumers beside bundled services. It has been found that good price on the trade-in is very important too. Giving up old connection tools for a good price and replace it with a modern tool to enhance connectivity performance has great impact (Purohit, 1995). According to Chen et al.(2009) the trade-in is important because closing a mental account is more important than opening one. Consumers are more sensitive to the gain/loss on the trade-in price than the new price because the former is usually a smaller part of the total price. A good trade-in strategy is to always give consumers a discount on the trade-in, price, because consumers will evaluate the overall exchange more highly when they get a good price for the trade-in versus the new item.

Some consumers seek a good price on the new item and build their evaluation based on the new items price regardless the trade-in value. The trade-in is considered in their point of view as collateral to the new purchase. Consumers in this class perceive the new item as the focal component of the whole transaction process because the new item price is higher than the trade-in price and has greater influence (Yadav, 1994). Consumers who put more weight on the new item price will evaluate the overall exchange more favorably when they get a good price for the new item versus the trade-in. In this class of consumers and during the transaction process, consumers are engaged in mental accounting with respect to the new item and devote more attention to assessing the new item’s merits and its price especially when the trade-in is virtually closed (Hamilton and Srivastava, 2008).

2.2 The Definition of Order Winners and Qualifiers (O.W and Q)

2.2.1 Order Winners

Order-winning criteria are those criteria that make a difference to the customer when he/she decides between qualified offered product (Horte and Ylinenpaas, 1997). They mix the order winner with competency, They conclude that a competitive firm wins orders on the market, which has a positive impact on its sales performance.

Order winner is a" characteristic that will win the bid or customer's purchase" (Hill,2000). He clarifies the order winner according to its major role in manufacturing. However, to provide order winners, firms must win order by offering a good product or service better than competitors. Hill (2000) recommends that firms study how customers behave, not what they say.

In addition, Order Winners are "those competitive characteristics that cause a firm's customers to choose that firm's goods and services over those of its competitors. Order winners can be considered to be competitive advantages for the firm. "Order winners usually focus on more than two of the following strategic initiatives: price/cost, quality, delivery speed, delivery reliability, product design, flexibility, after-market service, and image." (Hill,2000; Slack and Lewis, 2002). The above definition illustrates the optimistic view of order winning for firms.

Slack and Lewis (2002) considered order winner as "the most important factor that drives customers to purchase a product or service from a company". The foresaid words summarize the main link between customers and firms. Moreover, when planning the competitive strategies the Order-winning factor should be at the peak of priority list, because in the long run it will support the company with an increase in business sales and performance.

The above mentioned definitions stress the fact that the aim of "order winning" is to create a kind of a positive compatibility between customers and firms. Also, they magnify the critical effectiveness of order winning in firms' futuristic plans. The firm's order winning involves in the competency of firms' performances (Horte and Ylinenpaas, 1997). On the other hand, order winning is considered as the basic controller of firms' competency .Every firm should overcome competitors in order to stand alone on the top of customers' choices (Hill ,2000).Also, order winning has to occupy a distinctive level in firms' purchase policies (Slack and Lewis, 2003). So, order winning attracts the researcher to investigate this issue in his society's firms, especially in the internet world.

2.2.2 Order Qualifiers

Along side with order winner, order qualifier also was introduced by Hill (1993),he claims that qualifiers are the set of criteria that a firm must meet in order to be considered in the marketplace and be a possible order winner. He comments that Qualifiers are the set of minimum requirements that allow a firm to compete but do not guarantee market success unlike the order winners which are the separate criteria that determine success.

Moreover, order qualifiers are" criteria defined by managers within their operation strategy plan to gain competitive advantage in the market (Appelqvist, 2003). It means that an order qualifier is the characteristic of a company product or service which are a set in order for a customer to consider the product or service for either purchase or use.

Finally, The researcher concludes that order qualifiers must take a wide concern from companies. An order qualifier is considered as a company infrastructure which paves the way in front of marketing specialists to expose their products in a successful and a desired way and more effective order winning results.

2.3 The Order Winners and Qualifiers Reported by Previous Studies

The researcher reviewed several databases to review previous studies examining the variables addressed in the context of the current study. These were ebesco, Proquest, emerald and science direct. Previous studies are presented in a chronological order.

Swink and Hegarty (1998:380) summarize characteristics that might be important for analyzing order-winning and qualifying characteristics. Some of these characteristics are: Purchase price, quality conformance, Delivery reliability, product information, Delivery precession, Product information, availability of consulting, Development costs, Delivery speed, performance, flexibility and uniqueness.

This is some of order winners and qualifiers characteristics that should be investigated in any firm. The researcher will exploit the above characteristics and considers them as kinds of measurements.

Hill (2000) focuses on the stability of order winners and qualifiers. He argues that orders are changed and can be developed continually. Markets live under changed circumstances and specialists should be aware that what now is completely invalid in another time. So, Hill attempt to draw a clear map of order winner and qualifiers process to help companies to exploit the successful order winners and qualifiers and get rid of unsuccessful ones.

Hill has developed a process for identifying order winners and qualifiers. The steps are the following:

1. segmenting market.
2. selecting sample from products or customers to represent each segment in order to define and explain the segments.
3. define a relevant time period for each segment that reflects the changing characteristics within the segment.
4. analyze and forecast sale volumes and potentials within the chosen time period.
5. identify order winners and qualifiers for each segment and time period.

Ruyter et al (1998) sought to identify the relationship between service quality, service loyalty and switching costs. In this empirical study, the researcher interviewed the respondents on the basis of a structured questionnaire on service quality, service loyalty and switching costs across five different service industries, two service industries with high switching costs and three with low switching costs, size of the sample used in this research 612 Respondents for the five service providers, The finding of this study indicated that there are three dimension of the loyalty(loyalty and dissatisfaction response, price indifference, preference loyalty) and there are positive relationship between perceived service quality and preference loyalty, positive relationship between service quality and price indifference, no relationship between service quality and loyalty and dissatisfaction response.

Wouters (2004) attempted to identify the order winner criteria in business-to-business (B2B) situations, and essential customer service strategies and the impact

of these strategies on marketing strategy. Multiple case study were used in this exploratory study. From different industries selected (12) organizations with different positions in supply chains as a sample to conduct this study. Results of The study identified four customer service strategy options: strategy customer integration, strategy customer adaptation, strategy logistical precision, and the fourth strategy standard customer service. customer service from point of view the researcher is an order winner because customers advantage from the supplier’s improvisation skill’s to create dynamic and effective solutions(e.g. high customer contact).

Miltenburg (2005) also studies order winners and order qualifiers. He considers order winning outputs in a production system are like (exciter-delighter) features in a product pleasant surprise that excites and delights customers. On the other hand, Miltenburg considers order qualifying outputs in a production system are like satisfier features in a product. Customers expect a production system to provide market qualifying outputs, and when it does, customers are satisfied.

Miltenburg (2005) explains his words by mentioning a real case in his society, he studies the order winners and qualifiers of Tide Detergents. He comments that customers Tide because of its high level of performance. Competitors' products cannot clean as well as Tide. Cost and quality are also important manufacturing outputs, and the manufacturer of Tide puts cost and quality in the top of his priorities. According to previous explaining the researcher finds that Miltenburg focuses on the unbreakable relationship between order winners and order qualifiers whether the product is big or small.

Khanna (2007) argues that "no organization can be successful if what it does best is not what customers' desire". He adds that an organization must take into consideration the factors that influence customers decision to buy a product or services. Khanna identifies the term "Oder Winner" as "the feature which influences the final buying decision", while "Order Qualifiers" are those features provided by all manufacturers which make the product to be considered for purchase by the customer"(p.17). To clarify his point of view, Khanna gives an example that when purchasing a digital camera the customer may have a set of features in mind. A number of camera models may qualify for purchase as they all sport the features desired. However the customer may now decide to select the one that costs the least from amongst these models. In this case, the features are considered the "order qualifier" while the cost is considered the "order winner".

The above discussion supports the researcher's investigation and gives a clear proof that "order winners" and " order qualifiers" are fully applicable in any manufacturing in any society.

Hallgren (2007) study aimed to: 1) Improve the economics of industrialization. 2) explored the relationships between different operations performance. 3) answer the question of how to make firms more competitive by using different manufacturing practices to expand sets of capabilities. 4) identifying manufacturing practices affect on different performance dimensions. 5) the effects of manufacturing practices on operational performance. in this thesis researcher collecting data form three different industries in seven country. the result of this research indicated that there are two major views of the relationships between different operational performance dimensions (i.e. trad - off view and cumulative view), the views do not have to be in conflict, quality and delivery as a criteria of

order winner showing cumulative relations while the cost and flexibility criteria are subject to trad-offs.

Quesada et al (2008) conducted a study to identify the relationship between external supply chain integration strategy (supint, custint , lowint and highint) and order winning strategy(flexibility, quality , price ,customer service and delivery). The researchers in this empirical study used data from the International Manufacturing Strategy Survey II (IMSS II),the researchers collecting data by mail survey from 23 countries, total sample size 646 from all countries. The findings of this study indicated that using a price as an order winner do not show any significant difference in the extent of external supply chain integration. While others, order winner criteria present differences in the extent of external supply chain integration.

Jaller, and Ullstrom (2008) sought to identify qualifier and order- winner characteristics within a market to match a new product with market needs. The study used the deductive qualitative approach to gain a deeper understanding to the topic being investigated. The findings of this study indicated that there are specific qualifier characteristics common for the entire market, while other qualifier characteristics are specified to a certain zone. Also, companies should always compare their order-losing sensitive qualifiers with their competitors as a slight change in the environment may result in losing orders.

Based on the competitive priorities theory, the relationship among competitive capabilities has been recognized as an important element of operations strategy.Boon-itt (2009) analyzed the five competitive capabilities with the data come from (151) firms from first tier suppliers and automakers in Thai automotive industry. The confirmatory factor analysis, correlation analysis and multiple regression analysis

were used and results of the study found positive correlations among elements of five competitive capabilities and that the descending importance order of them were as follows: product quality; delivery; product innovation; production flexibility; and production cost.

Lee et al (2008) conducted a study entitled "Using Importance-Performance Analysis and Decision Making Trial and Evaluation Laboratory to Enhance Order-Winner Criteria~ A Study of Computer Industry" to identify the core order winner criteria problem and importance of quality characteristics. The sample of this study is a large 24 Taiwanese computer company, the researchers in this study used gap analysis to identify the performance of the quality characteristics , new methodology of importance – performance analysis (IPA) and decision making trial evaluation laboratory (DEMATEL) used to analyze the order winner criteria to improve customer satisfaction. Results of the study indicated that the order winner criteria are price(O.W1), delivery reliability (O.W2), delivery speed (O.W3), quality conformance(O.W4) ,demand increase(O.W5), product rang (O.W6) ,design(O.W7) ,distribution(O.W8), design leadership(O.W9), being an existing supplier(O.W10) ,marketing and sales(O.W11), brand name(O.W12), technical liaison and support (O.W13), after-sales support.(O.W14).

Akbar and Parvez (2009) investigated the impact of service quality ,customer satisfaction and trust on customer loyalty , the researcher used structured questionnaires to collect data from 304 customers of private telecommunication company of Bangladesh. Results of the study indicated that a positive relationship between trust and customer satisfaction, positive relationship between trust and customer satisfaction on customer loyalty, trust is a building block of appropriate long

term relationship between customers and company. telecommunication company be obliged to provide high service quality to win customer trust.

In another study, Lee, Cheng, and Yen (2009) sought to propose a new methodology of importance-performance analysis (IPA) to improve order- winner criteria and win order. The study used case study approach as several plants working in the computer industry in Taiwan were selected as case studies. Results of the study indicated that the Kanu Model (two dimensional quality model) still has major problems needing to be addressed in order to predict the quality of the order winner offer provided by the company and by employing Kanu model there are nonlinear relationship between customer satisfaction and quality characteristic. It also needs more study in the context of other studies.

In their study, Hu et al (2009) aimed to establish a new decision analysis mythology from a systematic perspective to help business create market strategy and make improvements to win more orders. The study used a corelational approach examining the relationships between elements of quality in the applied offer. Correlations between the variables were examined in the context of case study as several firms working in the air conditioning industry were selected. It was found that the matrice d'Impact croisés multiplication appliqués à un classement model (MICMAC) failed to discuss the decision model for the market strategy of order-winner criteria.

Peters (2009) investigated the role of order winners and qualifiers among four well-known companies (Dell, McDonalds, Zara and Easy Jet). For example, he considers that speed and quality are the McDonald's order winner which determines the sales. Possibly, costs are decreased to keep price low, but never at the expense of

quality .The researcher recommends that those lead companies must search for a new competitive advantage to sustain their lead.

Ouparamai (2009) explored the relationship between three main areas of the household high-speed internet market in Thailand. A quantitative method via questionnaire survey was used to obtain the views of approximately 300 Thai internet users regarding their opinions and perceptions about choosing and staying with their high-speed internet providers.. A 7–point scale was used to assess a range of relevant questions. The findings of the study indicated that in order to gain new customers and retain existing ones, high speed internet providers need to take into consideration three main areas: (1) Customers' selection or customer decision making; (2) Customer satisfaction; (3) Customer loyalty.

Chouinard et al (2010) attempted to estimate a system of demands for weekly city-level dairy product purchases by nonlinear three-stage least squares to account for joint determination between quantities and prices. The study analyzed different variables predicting order- winner. There was a significant variation due to demographic variables in the determination of order- winner. Families with young children suffer, while wealthier, childless couples benefit. The researcher find that households with lower incomes bear a greater regulatory burden due to marketing orders than those with higher income levels.

Hallgren et al (2010) conducted a study to identify relationships between competitive Capabilities in order to present a new model for competitive capabilities .in this empirical the researchers using data from the high performance manufacturing (HPM) study, including 211 plants in seven countries for three deferent industries.

the results show that high levels of quality and delivery performance is a prerequisite for a balance between cost efficiency and flexibility, in this paper the researchers move toward modeling competitive capabilities and reconfiguration of competitive capabilities. at the beginning a level of quality needs to be attained, followed by delivery. Then, a balance between potential order winners (flexibility and cost efficiency).

Agbor (2011) conducted a study to examine the relationship between customer satisfaction(C.S) and quality in service sector.The Convenience sampling technique was used to collect data from customers of three deferent service providers (Umeå University student ,forex bank and ICA shop) in this empirical study the researcher using (300) customer of three service providers, results of the study indicated that customer satisfaction came as a result of service quality, and there are positive relationship between perceived service quality and customer satisfaction for ICA shop and forex bank , while Umeå University service provider there is no significant relationship between quality and customer satisfaction.The findings mean that in service sectors there are many factors lead to customer satisfaction not the only service quality.

Hart (2012) conducted a study to identify the significant order winner criteria for preventive medical examinations which increasing sales revenue of Vitaal Werkt-VW (independent and certified occupational health service organization) ,the researcher conducted interviews with managers and customers of (V.W), to identify the order winner criteria which help (V.W) to achieve their goal of increasing their returns of ‘prevention’ by 2015.The result of this study identified nine essential order winner criteria for the managers ,the first important criteria is customized service (O.W1), followed by professional and commercial expertise and experience(O.W2)

then, personal relation of trust (O.W3), brand awareness (O.W4), reputation and image(O.W5), integral system for health management (O.W6), protection of personal and medical information / ISO 27001(O.W7), personal contact (O.W8), and delivery speed (O.W9). For the customer the following criteria were most significant: customized service (O.W1), presence of professional expertise (O.W2), personal relation of trust (O.W3), industry specific knowledge (O.W4), service location (O.W5), service quality (O.W6), service price (O.W7), delivery reliability (O.W8), and delivery speed (O.W9).

In a recent study, Migdadi, (2012) aimed to identify the significant order winners' operational competitive criteria over the period (2000 to 2011), identifying the changes in the competency scores of the significant order winners' operational competitive criteria over the period (2000 to 2011) identifying the significant actions made to maintain or develop the significant order winners' operational competitive criteria over the period (2000 to 2011) and to develop the indicative models of significant order winners' operational competitive criteria over the period (2000 to 2011). The study was a survey, experimental study using a sample of (1.700) and an analysis of the operational processes used by the Jordanian mobile companies to win orders. It was found that The significant order winners' criteria adopted by service providers during the period 2000 to 2011 were; service rate, network accessibility, network coverage, and new offers.

Mohammadoghli et al (2013) conducted a study to identify the significant factors of customer loyalty towards internet service providers. The researchers in this descriptive study used data from 384 internet users in Ardabill province, by using a set of customer loyalty questionnaire (which developed by Cheng, Yeung, Lawrence, 2008).The findings of this study indicated that there is a positive relationship between

switching cost, trust, corporate image and perceived service quality with customer loyalty.

In summary, this chapter reviews the literature related to the issue of order winners and qualifiers and the roles of them in developing the performances of firms. Briefly, order winners and qualifiers are wide terms which contain details and secondary operational headlines as cost and flexibility. Based on this review, the researcher has arrived the following conclusions: firstly, order winners and qualifiers are not restricted or solid terminologies. Both orders have the ability to surround more and more definitions and characteristics. In other words, order winners and qualifiers gives firms the required flexibility to assess its performances (Swink and Hegarty 1995). secondly, many researchers as Miltenburg (2005) and Peters (2009) investigated the effectiveness of order qualifier and winners among popular firms and products as McDonalds and Zara. The role of order winners is not only limited to short period of time but also prolonged to the far future and need more investigation especially in modern industries as mobile services (Hill 2000;Khanna 2007; Migdadi 2012).

According to the previous review of literature, the previous studies of operations strategy content focused on reporting the operational competitive priorities or the effectiveness of these priorities in manufacturing sector in developed countries (e.g. Laudon,2004; Lattimore, 1989), while, this study focuses on reporting the order winners of a particular service sector in the Jordanian context as a developing country and the relationship between order winner criteria and performance indicators.

the previous studies focused on reporting the operational competitive capabilities (e.g. Wood et al., 1990) which clarify the sub dimension of competitive

capabilities as " a low price, high products performance, high durability, high products reliability, short delivery time, delivery on date, product customization, number of features, product cost, conformance to specifications, improved manufacturing quality, on-time delivery, product cost, quality consistency, quality perceived by customers and products price". while, this study focuses on reporting the significant order winner criteria and relation with performance indicators.

The researcher finds out that there is no single study that has investigated the role of order winners and qualifiers in the internet service sector, particularly in Jordan. So, this study tries to fill the gap and highlights the concept of order winners and qualifiers among Jordanian internet service provider.

CHAPTER THREE

The Prediction Model of Internet Service Providers Operations Strategy.

3.1 Internet service provider in Jordan (JISP)

It’s a company that provides users access to the internet, including personal and business, for monthly or yearly fee. For internet service providers in Jordan there are many forms of connection such as, using telephone line to provide dial-up, DSL (asymmetric digital subscriber line), ADSL, through software package, username ,password, and phone number which equipped with a broadband modem hardware use to log on to internet.

3. 2 Type of Internet Connection

Modems and telephone lines are widely used to access the Internet; mobile devices and cables are among many other tools have been recently used in jordan. Different types of Internet connections such as traditional dial-up access and broadband options (ISDN, DSL, Cables, and Wireless) will be discussed in details along with their technical features. More details will be discussed on Internet connections that are available in Jordan (Leida, 1997; Norton, 2001).

3.2.1 Analog Modems

Analog modems represent the most common method of connection to the Internet. Most modern computers are equipped with analog modems. The transmitted data over the phone is converted into digital data that can be read by the computer and vice versa. These modems are called analog modems because they use regular analog phone lines. The most common features of this class are summarized below:

Speed: The most common speed of analog connection is about 56 Kbps; due to quality problems with data transmission in phone lines, this low speed can be a challenge.

The actual connection speed depends on the amount of traffic caused by Internet and telephone users.

Cost: Assuming there is no additional cost such as hardware equipment. The dial-up access accounts usually cost around $20 per month. Availability: All modern computers are fully equipped with analog modems which make them available for all users. As a result, dial-up Internet service is available almost anywhere.

3.2.2 ISDN (Integrated Services Digital Network)

ISDN uses digital signals where there is no conversion is needed from digital to analog signals. Most ISDN lines give users two lines; one line for voice and the other for data, or they can use both lines for data to give them data rates of 128 Kbps. On the other hand, fiber optics cables can transmit data at speed up to 1.5 Mbps. Some common features of this class is summarized below:

Speed: ISDN offered a significant speed over analog modems. ISDN offers connections ranging from 64 Kbps to 128 Kbps. Cost: Similar to analog modems, many modern computers already include adapters for ISDN connections. Installation fees depend on the type of service and where the users are located, which can be estimated from $15 to as much as $100.

Availability: ISDN isn't available everywhere, In the case of rural area, it will cost more than. One should check with one's local ISP or telephone company whether it is available in one's area.

3.2.3 Cable

Cable is another broadband connection which uses the TV cable in homes. A cable modem uses the TV as a shared data network. Although this kind of connection is not available in Jordan, we will briefly discuss the most common features of this

connection method. Speed: Cable TV systems are capable of carrying large amounts of computer data.

Cables can operate at speeds of up to 100 Mbps for downloading and about 10 Mbps for uploading. One known problem of cable systems is the variability of speed. The speed depends mainly on the number of users who are using the shared network at the same time.

Cost: Installation costs $25 or more. Monthly fees are between $30 to $90 including unlimited access.

Availability: cables availability still limited and not all cable providers offer internet access. Cable modem service providers are not available in all areas and limited areas can have this service.(Long and O'toole,1999).

3.2.4 Wireless

The wireless option for Internet access applications becomes very common these days. Wireless connections depend mainly on cellular modems or direct satellite connections. Cellular modems perform similar to land phone modems but without wire connections. Users can access internet using cell phones signals virtually anywhere. High cost and speed are some known limitations about cellular modems for internet access option. Internet access cost is varying widely and depends mainly on the strength of the cell phone signal coverage. On the other hand, Satellite connections where the internet access depends on receiving Internet content as a transmitted signals from satellite. This technology requires satellite dish to be used for example for TV access. Download speeds are typically about 600 kbps during normal use, though it can be as low as 150 kbps during peak Internet usage times.

The cost is varying depending on the required speed; it can be estimated around $40 to $ 70 per month. In the near future, the network satellite is expected to

be the most efficient option to access the Internet with no need to any wire connection. The main limitation that needs a resolution is the poor signals during extreme weather such as rain. This degradation of the satellite signal can result in poor picture quality and even total signal loss. Overall, satellite signals have no trouble during normal rain showers.

3.2.5 DSL (Digital Subscriber Lines)

DSL is another broadband service that many telephone companies offer to users. DSL or any subcategory of this connection family such as ADSL (Asymmetric Digital Subscriber Line), SDSL (Symmetric Digital Subscriber Line), and HDSL (High-data-rate Digital Subscriber Line) work in the same general fashion. DSL services give the users the opportunity to use the phone wires for both data and voice communication simultaneously. This means that the user can surf the Internet and talk on the phone at the same time. This technology can be applied by allowing the users to exchange voice and Internet data using different signals i.e. different frequencies. DSL service can be considered as one of the most common Internet connections in Jordan.

Speed: downstream data rates can be up to 24 Mbps and upstream rates can reach 4Mbps.

Cost: The cost of the modem can range from $50 to $100. Installation fees vary across the country. Recently, Internet access providers offer free installation and equipments for consumers who sign two year contracts with the same provider. The monthly cost can be estimated on average as low as $40.

Availability: DSL has some signal and location limitations. DSL signals may lose power over the wire connections which results in poor signals. Because of the well-established land phone connections in Jordan, DSL Internet service is very

popular in the country. Around 65% of the Jordanian population who have Internet service subscribe to at least one form of DSL.(Starr et al.,1999)

3.3 The operations strategy contents

They are a set of interrelated components as policies, plans and behaviors which are chosen by organizations to pursue in operations function. Were operations strategy refers to how the operations management function contributes to a firm's ability to achieve competitive advantage in that marketplace (Nazim et al., 1996). Operations strategy contents considered a preemptive procedure for companies to predict futuristic goals. Those goals should take into consideration how organizations can maximize the effectiveness of production, and at the same level minimize costs. In other words, operations strategy contents seek to draw a strict compromise between high effectiveness and low costs. Therefore, operations strategy provides an overall direction that serves the framework for executing all organization functions.

According to Slack and Lewis (2002), operations strategy contents are" the total pattern of decisions which shape the long-term capabilities of any type of operations and their contributions to the overall strategy, through the reconciliations of market requirements with operation resources." They shed light on the roles of the long capabilities which are completely interfere in the targeted outcomes.

Krajewski, et al (2012) define operations strategy as " the means by which operations implements the firm's corporate strategy and helps to build a customer driven firm". In more detail, krajewski intend to say that a corporate strategy must have a rigid compatibility between firms' internal operations and customers' requirements.

To conclude, operations strategy are organizations ways which explain how inputs are converted into typical outputs to make targeted customers fully satisfied.

3.4 The operations competitive capabilities of internet service providers.

The global development is accelerated rapidly and it natuarally will be affected on markets. This creates a kind of uncertain, complex and vague environment. obviously, there are hidden and cold conflicts among firms, every firm wants to be in high ranks using many traditional and creative methods. So, firms should focus on the competitive capabilities which make a combination between customers' expectations towards services and firms' positions against competitors.

Competitive capability is the extent to which an organization is able to create a defensible position over its competitors (Porter, 1980). Porter wants to convey that organizations should avoid conflicts with others by taking precausined policies. Those policies will be accomplished by using competitive capabilities dimensions.

Krajewski et al (2012) define competitive capabilities as the following" the cost, quality, time, and flexibility dimensions that a process or supply chain actually possesses and is able to deliver". they determine the general dimensions of the competitive capabilities. They briefly focus on four dimensions and consider them the utmost presented purposes of organizations.The above dimensions can be summarized as the followings:

3.4.1 Cost

- low cost operations**:** means that internet service providers must offer the lowest cost of services to satisfy customers of the process and supply chain. To achieve this goal, organizations design and operate to reduced costs. For example, using high technology will reduce costs of services. for internet service providers in Jordan, we are talking about switching cost which is defined according to (Burnham et al., 2003) as one-time costs that customers associate with the process of switching from one service provider to another. If the customer dose not have loyalty to the current

provider, he dose not directly switch to other service provider because he must take into his/her consideration the cost of switching cost .If the benefit they will gain from a new service provider was less than the switching cost he will stay and will not switch .

Internet service providers in Jordan offer yearly contract with customers with specific price packages. So, for a customer, switching to other provider he/she will have to pay a penalty charge. Therefore ,the customer will never prefer to waste time and money to get the service installation to be ready to use the service from another internet provider. Switching costs are temporary barriers for the customer, but permanent barriers for the service provider, because retention of customer permanently is the main aim of provider. The internet service providers have to improve the customer satisfaction and adding value to their services. then the customer feels loyal to their current service providers. Low price driven by low cost operations, so low cost firms always help providers to acquiring more customers, then have larger market shares, higher capacity utilization, and higher profits(Gorp and middleton ,2010)

3.4.2 Quality

Designing the service and delivering it in the right time from the first delivery of the service is one of the most important indicators of the service quality and its performance in the next time it is delivered. This indicator of service quality ensures to a high degree the customer's satisfaction and to have competitive advantage compared to the same services provided b competing organizations.

Parasuraman et al. (1985, 1988) developed a model to evaluate service quality. This model was termed (SERVQUAL) and consisted of (10) dimensions of service.

These were: tangibles, reliability, responsiveness, competency, courtesy, assurance, credibility, security, access.

Then, Parasuraman et al. (1985, 1988) developed a shortened version of the (SERVQUAL) model to include the following dimensions: Tangibles, Reliability, Responsiveness, Assurance, Empathy.

Each of these dimensions was defined for (ISP) by the researcher as follows:

-Tangibles: These include all the material requirements of the service that include equipment, employees, tools, communication channels, lightning, furniture, decorations and other. Tangibles also include equipment related to the service delivery such as training and remote training, using training technology, the company's buildings and he customers' waiting halls. These tangibles have an impact on the customer's perception with respect to the service quality and impact the mental image of the service in the eyes of the customer.

- Reliability: This dimension indicates that the service organization is trustworthy and can provide reliable service. In the internet service sector, the service providing company has to show a true concern for problem solving facing the customers, delivers the service in the right time, delivers a satisfactory service from the first time and keeps accurate records for the customers and able to report and documents the different contracts.

- Responsiveness: This dimension of service quality indicates the ability to accurately perform the required service, and the ability of internet service provider personnel to deliver the service without delay, and that the service provider company is prepared to provide the needed help for customers.

- Assurance: The courtesy and the information obtained by the personnel in the service organization, helps in gaining the customer's trust and assurance. The

importance of this dimension increases in the high risk services that the customer feels uncertain about the service is able to assess the outcomes of the service delivered.

As for internet a service provider, assurance is the employees behavior and their ability to show courtesy when providing the service and build trust between the service provider organization and he targeted clients. Furthermore, assurance is the ability of the employees to answer the different question posed by the customers.

- Empathy: This dimension indicates the employees' ability to give each of the individual customers the needed attention. It is also the personal concern towards the clients and customers, their ability to understand the customers' individual needs. The service provider can reach a level of empathy by meeting the expectations of the customers, and to adjust these services in accordance to the customers and clients' needs. Finally, empathy is showing the customers and clients that he is the center of all the company's activities.

As a result of the changes and developments in economic environment in the last few years, the high level of competitiveness between organizations, especially those working in the service industry, service quality has become one of the most important concepts in the organizational level as it is one of the most vital means for achieving organizational mission and goals.

The modern trends in service is to make the individual customer as the starting point for all the activities provided by the organization. Nowadays, the service organizations work on developing long term relationships with their customers built on trust and assurance that the service organization will make its effort to maintain a trustworthy relationship with customers.

The emergence of customer relationships management in the different organizations is consistent with the new trends of making the customer the priority for all service activities and to work on understanding their needs and preferences, which ensures providing a high quality service for the targeted customers. The quest of organizations to make the customer feels that he has been delivered a service exceeding his expectations was and is still one of the most important goals service organizations seek to achieve and this process begins from the attraction of new customers to the ability to retain customers on the long run (Allen, 2001).

The organizations' quest to retain customers, increase their organizational loyalty emerges from the organization's ability to provide high quality service. The cost for attracting new customers is five times the cost paid by the organization to retain current customers (Roberts and dowling, 2002). As such, organizations seek to fulfill this goal by developing high levels of service quality and to build a service based on mutual trust between the customer and service provider organization. This needs that organizations must work adopting new and effective marketing strategies based on good relationships with customers, providing total quality service to retain current customers and increase their organizational loyalty.

Quality is the most important determinant for the service provider success as it is one of the most important competitive advantages in the service industry. Quality has been a key determinant for success between the different types of organizations working in the various fields (Moinzadeh and Nahmias, 2000).

To sum up, customers expect qualitative products or services. Quality has often been cited as the highest competitive priority and means of competitive performance Buzzel et al (1987 cited in sharp et al.,2000).based on Wood et al (1990) products quality has many critical dimensions.

The quality considered as the source of competitive advantages' . (Forker et al.,1996; Hans and Will , 1993; Raghunathan et al., 1997).

Quality passed through several stages , from an operational level to a strategic advantage level . some experts say that quality must be adopted as the main purpose in organizations .(Adam,1992; Garvin, 1988; Schonberger, 1992). Deming (1982) argued that organizations can enhance their competitiveness by improving quality according to his concept " quality improvement chain " . which helps in cost reduction by doubling of working hours . (Crosby,1979; Juran and Gyrna,1993).

The concept of quality costs improved or enhanced by providing clarifications on the link between quality performance and cost reduction . the idea of quality cost aims that any defective product will raise the level of costs , which called failure costs , so the organizations have to devote their abilities to reduce the defects in their outputs ,which leads to reduce failure costs . This will result to minimize both production costs and operation costs. (Ardalan et al., 1992; Millar, 1999). This is because the improvement of quality performance will not only effect on specific areas but also a specific areas within organizations or organizations from the inside .

This causal link between quality and cost, therefore, opposed the principle of classical economics theory. Quality considered as a direct inverse to costs. this is an obvious evidence that controlling costs will result lower costs reduction . In this way, the organizations will be rewarded with a better competitive position in the market (Deming,1982)

Several studies have indicated that there is a positive statistical relationship between the quality of the product or the service, its price and flexibility in delivery from one hand and customer's retention, customer's satisfaction and customer's

organizational loyalty on the other. (Krajewski,2012) suggested most important dimensions of quality ,each of these dimensions was defined as follows:

- Top quality: Organizations meet customers' requirements in a consistence bases by reducing errors and presenting defects. To reach desired outcomes over time, so consistent quality of the products and service delivery within every department and from evey employee at every level of organizations.

- consistent quality: In order to accomplish the this goal, service providers present a fix and a continuous service which are highly responsive to customers' specifications. Consequently, service providers should meet the followings(a)process design (b) reduction of errors and (c) prevention of defections.

3.4.3 speed

Service providers intend to highlight the notion of time. It is important for service providers to focus on time because customers expect high achievements of their promises as speedy as possible.

- delivery speed: Service providers present services which are planned with chronicle schedule. It means that customers quickly received services whether the promised time is short or long. Generally, service providers design processes to reduce the time between receipt of a customer order and filling it.

- development speed: service providers design a futuristic plan to develop new services which will be achieved by making an integrated plan. Service providers jump to the external market to collect critical views toward their services which help in developing their services continuously.

3.4.4 Flexibility

For service providers flexibility is the critical dimensions that process must possess to satisfy customers, according to (lau, 1999) it's the ability to respond quickly and profitability to customers need and market demand , krajewski(2012) in his book divided flexibility to three dimension :

- customization: it's the ability to reconfigure processes to meet diverse type of customer needs, and satisfying the unique needs by redesigns the services.and change in the sequence of activities and inputs to adapt to market and customer demand.
- variety: according to krajeweski(2012) this dimension mean handling a wide assortment of services or products efficiently, and must be capable of handling the service needs of all market segments.
- volume flexibility: krajeweski (2012),define this concept that the acceleration or decelerating the rate of production of services or products quickly to handle large fluctuation in demand, through designed processes for excess capacity and excess inventory.

3.5 The operations actions of internet service providers

3.5.1 process design actions

Service design is the activity of planning and organizing people, infrastructure, communication and material components of a service in order to improve its quality and the interaction between service provider and customers (Bechmann, 2010). It is concerned with the production, inventory and the delivery of services and products. It is a new technology that controls the resources of the organization. Internet service providers should be designed their services in such a way that they can be created effectively and enable companies to run their network effectively and efficiently, design process plays a fundamental role in the success of

internet service providers, it is help the companies' business and technology infrastructure ready to support the planned growth path of the company.

Process and service design it is for satisfy customers which achieved through conduct customers satisfaction criteria ,according to (Keaveney,1995) the criteria is (pricing, inconvenience, core service failure, service encounter failure, response to service failure, Competition, Ethical problems, Involuntary switching). The first five categories are actively controlled by the service firm (Colgate and Hedge, 2001).Internet service providers in jordan have to design their process and service to meet their customer specification ,and present high quality service (error-free designs which fulfill their purpose in an effective and creative way), with low price(design produced without consuming excessive resources), easy to deliver(designs which are delivered when promised), and meet customer expectation. achieved this outcomes through layout, location, capacity action, service package action, process technology and human skills.

3.5.2 Capacity management actions

its ability to produce or do that what customer requires, Armistead and Clark (1994) define Capacity management is the ability to balance demand from customers and the ability of the service delivery system to satisfy the demand, migdadi (2012) define are the actions made to bridge the gap between the future capacity requirements and the total current resources available to cope with changes in demand. It is the maximum work the service providers capable to perform in a given period under constrains such as network quality problem , delivery speed, led time and delay problem, cost ,flexibility, new techniques, equipment and materials, number of workers or machines, and facilities.

Internet service providers work hard to attract new customers by offering new customers free installation and free leasing equipment. These special offers can save consumers hundreds of dollars per month. These great offers require new customers to sign a two year contracts with the same provider. Both customers and service providers gain great benefits of these contracts. The implementation of providing Internet dial-up services require large annual budgets to keep these systems running. A variety of pricing and cost recovery algorithms such as usage pricing were put in use.

The speed rate which is established by the ITU-T sometimes is not achievable and depends on many factors that limit the capacity in practice. The speed rates of the DSL modem depend on DSLAM rate which depend on the distance between the user location and the DSLAM. The rate quality depends also on the connection quality with DSLAM. Modem configuration plays a crucial role in the overall connection performance. All the above factors are considered by internet service provider in order to keep the highest capacity performance. One example to be considered here is the agreement between the City of Port Angeles and Capacity Provisioning Inc. in 2002. This agreement designed and built fiber optic connection ring covering the entire City and delivers high speed Point to Point connections and fast Internet to the City and businesses. Capacity Provisioning Inc. owns over 100 miles of the fiber optic cable in the Port Angeles and surrounding area. Full synchronous Internet speeds start at 1.5 Mbs to 100+ Mbs. Point to Point connections are available at 100, 1000 or even 10,000 Mbs.

3.5.3 layout design action

(Krajewski et al .,2012) define the layout as a physical arrangement of the operations created by the various processes, such as machines, equipment,

workstations, people, and material handling equipment. layout includes the arrangement of everything within and around the buildings.

Internet service providers layout is very important dimension because it's necessary to maximize customer satisfaction, utilization of space, equipment and people, efficient flow of information, material and people, provide safety and comfort to employees and minimize production time.

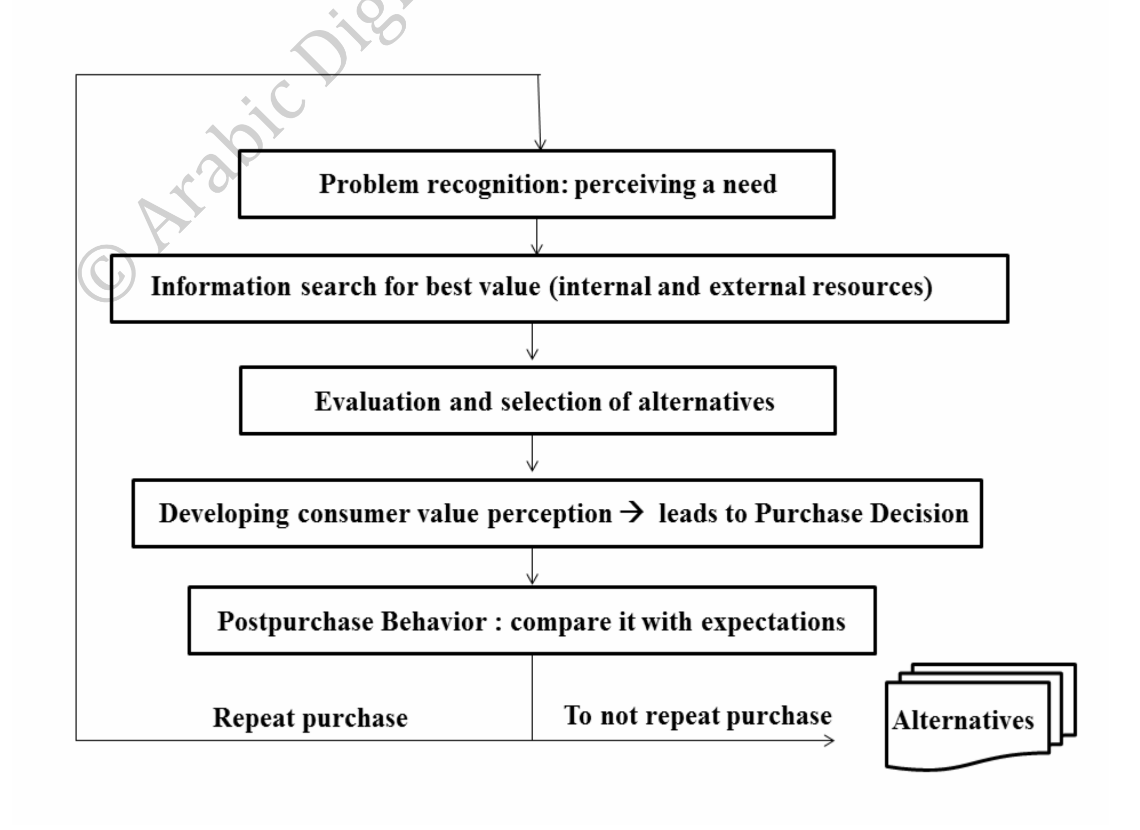
3.5.4 Location management action

Are the actions related to the "Place" which refers generally to distribution, i.e., where your customer evaluates and ultimately receives your product or service. good location very important for internet service provider in Jordan, Rent and other costs, availability of labor, taxes, regulations and government economic incentives can also vary greatly from city to city, even within the same state, the image of business, right location very important to the service providers for ensure fast recovery from typical faults while minimizing or eliminating the impact on service, Simplify network configuration and management, Optimize delay-sensitive applications such as unified communications and video, and Ensure continuous voice-over-IP (VoIP) services. Sub-branches of internet provider are very important for customer availability and satisfactory. Internet providers provide several offices in every state and cities within each state to provide service for consumers. The service includes new connections, infrastructure, disconnections, etc…

3.6 The main area affect on customer decision making in internet service providers market

Understanding the processes by which consumers arrive at some type of decision is the key strategy for successful marketing. Two basic aspects are considered in this process: information acquisition and information integration (Hoyer 1984). Although this is a simple a understanding of consumer behavior; broad generalizations can be made regarding choice processes and consumer behavior that lead to acquisition and purchase of products or services. A decision-making process is seven stages which usually occur in the consumer buying process. Such a view is reflected in the stage model of a typical buying process (often called the consumer information processing model) (Kotler 2000), (Schiffman & Kanuk 2007), and (Solomon et al,2006) shown in Figure(3-1) below.

Figure (3-1) stage model of a typical buying process



Generally speaking, consumers use one dominant view to make their decisions, a consumer is trying to solve the problem and ultimately satisfying his/her need. In other words, the consumer will look for problem-solving benefits from the product. The consumer looks for products with a certain set of attributes that deliver the benefits. Thus, the consumer sees each product as a set of characteristics with different levels of ability of delivering the problem solving to their needs. This process is sounds like a real complicated process which need to be accurately understood by businesses. In fact, knowledge about customer behavior is essential for the business to be successful and achieve their business goals.

3.7 Performance Indicators of Internet Service Providers.

Performance, reliability, conformance, durability, and serviceability are good measure of quality performance. Garvin (1996). Performance and serviceability are the most influential since they refer to the quality provided by internet service provider process to their customers and to produce products to their predefined specification reliably and consistently. (ward et al.,1996;Slack and Lewis, 2002).

Internet service providers must work hard to achieve high levels of conformance quality before anything else. That is because failing to achieve conformance quality will be costly to organization in term of delay, network, and poor serviceability. Quality performance can be measured primarily from customer satisfactions and delivery speed. Delivery speed is concerned with the length of the delivery cycle. Long run success requires that promises of speedy deliveries be kept with a high degree of reliability. Flexibility is also regarded to be a quality performance measure. It depends on the process of processing and handling services to customers. Although flexibility is not evaluated directly by customers; it has an operational means to provide possibilities for more customized products and product

deliveries. Flexibility includes a very broad product range, major opportunities to product customization and highly flexible delivery times (Slack and Lewis, 2002). Finally, Cost represents a balance between all the above factors and balance the amount of resources and the provided services. Cost reduction can attract more customers and increase the company capacity but does not necessarily translate to an equally quality performance. Therefore cost performance is the most important managerial factor of all the above quality performance measure.

3.7.1 Customer satisfaction:

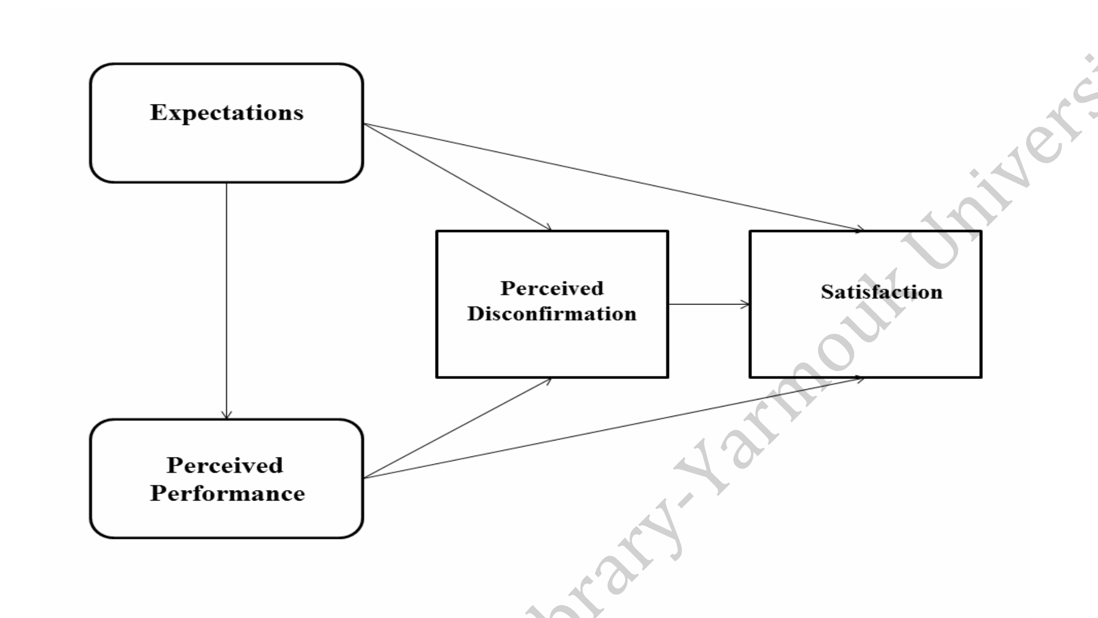
Customer satisfaction is a measure of how products and services meet customer expectation. Customer expectation is the key of better performance of businesses and plays a crucial role in business strategy. Most businesses realize that, the more competitive market, the more attention is required to achieve customer satisfaction. Customer satisfaction has the most significant impact on customer loyalty, followed by brand reputation and switching costs (Methlie & Nysveen, 1999). The link between perceived quality or performance, the confirmation/disconfirmation, and satisfaction with individual experiences is the key element in the overall customer satisfaction model or process.

Pre-experience, which can be considered as a reference to the customer judgment is used to compare products and services, judge the quality and performance of products and services, and hence build up the customer final judgment (satisfy or dissatisfy).

The process of positive or negative satisfaction is explained very well in the Expectations-confirmation theory which posits that expectations perceived performance, lead to post-purchase satisfaction. This effect is mediated through

positive or negative disconfirmation between expectations and performance. Figure (3-2) below shows a schematic representation of this theory:

Figure (3-2) Effect of expectations and perceived performance on satisfaction



This model is constructed based on four concepts: expectations, performance, disconfirmation, and satisfaction. Expectations reflect anticipated behavior (Churchill and Suprenant, 1982). Expectations serve as the comparison standard in this model and consumers use it to evaluate performance and form a disconfirmation judgment as we discussed above. Disconfirmation can be positive or negative and can affect consumer satisfaction, positive disconfirmation lead to satisfaction and negative disconfirmation lead to dissatisfaction.

Customers who are satisfied with products/services are likely to have positive attitudes which have several consequences such as frequent purchases and purchases of other goods and services offered by the same provider. (Anderson et al.,1994). The far goal of creating customer satisfaction is creating loyal customers to this particular service provider. Loyal customers tend to buy more and spread positive messages about this service and other services provided by the same provider. More discussion

about loyalty will be discussed in the following sections. On the other hand, dissatisfied customers are most likely to search for more alternatives and are willing to switch to competitors.

Customer Satisfaction in Telecommunication Industry

Competition environment in the telecommunication industry (internet service provider in this study) makes consumer satisfaction one of its main goals for success. (Bruhn and Grund 2000) investigate the relationship between satisfaction and loyalty in several industries including telecommunication. They find that in the telecommunication market, satisfaction is an indicator of customer loyalty. Service quality, which is the main driving force behind consumer satisfaction, is also the bridge that connects customer satisfaction to customer loyalty. Many factors can affect service quality as we discussed earlier, such as, speed, capacity, understanding business needs, operating hours, technical support center, price …etc. In order to improve customer-perceived quality which leads to increased customer satisfaction, service providers should concentrate more on the service quality aspects of their business. Generally speaking, in order to enhance the degree of customer satisfaction, the service providers must attempt to improve their service quality.

3.7.2 Customer loyalty:

As we mentioned earlier, customer loyalty can be seen as a function of customer satisfaction (Oliver,1980). Businesses not only need to attract new customers, but also must retain them to ensure their profit and success. Loyalty can be explained as the customer’s intention to stay with the current service provider and to keep constant search for other services provided by the same provider. Customer loyalty can be seen as one of the most reliable predictors of a provider success. In addition to service quality, we can summarize some other factors that have direct

impact on consumer loyalty; adaptability, commitment to customers or customer retention (to be discussed in more details next), approaching new customer, assortment of products, enhance network speed and capacity, and encouragement offers such as usage rewards, gift cards … etc. for loyal customers which help keep their loyalty.

3.7.3 Customer retention

can be defined as an action of businesses trying to keep existing customers by building and maintaining a good relationships with them and, at the same time, avoiding losing them to competitors (Burnham et al., 2003). The main purpose marketing activities within a service provider firm is to develop, maintain and enhance its customers' loyalty toward its products or services. This is because when customers are satisfied with the provider service; the business can retain them for longer time periods, they are more likely to buy additional services, and the firms may have flexibility in providing premium services for higher prices (Zeithaml et al., 1993). This correlation between satisfaction and loyalty is one of the most important factors between service provider and consumers. Internet service providers may encounter connection or speed difficulties during peak usage, in these occasions, loyal customers will try to do something or at least ask for help rather than quietly defecting from the provider's service. In order to increase customer's satisfaction with the service provided for them, the firm should make it clear that they welcome complaint, have clear procedures to handle their complaints, and to put considerable effort into retaining loyal customers.

The Relationship Between Satisfaction and Loyalty

It is widely recognized that customer satisfaction has a positive effect on customer loyalty (Gronholdt et al., 2000). Hallowell (1996) proposes that customer

satisfaction, customer loyalty, and a business's profitability are all related to one another (Murphy, 2001; Reichheld & Teal 1996). Researchers and practitioners in the context of satisfaction and loyalty indicate that satisfaction is linked to some aspects of loyalty (Anderson et al., 1994). Customer satisfaction can be viewed as a strong predictor of customer loyalty and has been identified as an antecedent to customer loyalty (Anderson & Srinivasan,2003). Customers who are completely satisfied are likely to repurchase up to six times more than those who are fairly satisfied. In highly competitive markets, high levels of satisfaction will lead to greatly increased customer loyalty and enhance the degree of customer loyalty. Expanding a loyal customer base is very important for generating long-term business financial performance since it can assist in improving business profitability (Murphy,2001).

The idea of emphasizing customer loyalty strategies along with satisfying customers appears to be worthwhile for most firms since business understands the profit impact of having a loyal customer base .To remain successful over a long period, businesses need to understand the effects of the relationship between customer satisfaction and customer loyalty in their type of their business, and the businesses which they are competing with (Jones & Sasser,1995). Companies are unavoidably required to identify and understand the effects of satisfaction and loyalty in order to keep their potentially profitable existing customers. The impact of this link depends varies with each customer according to their prior experiences (Rust et al., 2004).

The study of Aydin and Ozer (2005) about antecedents of customer loyalty in the telecommunications market further indicates that consumers' perceived service quality is a necessary, but not sufficient, condition for customer loyalty. In the telecommunications market, companies lose some of their customers every month, and the negative impact of word of mouth can cause huge damage to companies. The

research findings indicate that of the three factors which create customer loyalty (trust, switching cost, and customer satisfaction), trust is the most important. The relative significance of these three factors is that trust comes first, followed by switching costs, and finally service quality (Aydin & Ozer ,2005). Consumers consider switching barriers when they attempt to switch from one service provider to another,

3.7.4 Trust.

The risk or confidence associated in a transaction between the service provider and the service provider is defined as trust. Trust between customer and service provider is built on expectations and experience. Hence, it is very important process to reach the maximum consumers satisfaction and loyalty. It is a willingness on individuals to rely on an exchange partner to fulfil their needs (Koller, 1988). The willingness is based on expectations and experiences and hence creates positive outcomes. Many factors can affect the trust between customers and their service providers. Service quality is one main factor that tends to create positive attitude by customers toward this particular service provider. Hence, quality can lead to confidence and trust in all transactions between different parties Doney and Cannon (1997). Trust is treated as a strong emotional process (such as confidence) than satisfaction and at the same time lead to better predict loyalty Ranaweera and Prabhu (2003).

Trust between different parties is based on the fact that, at least one side of the transaction process must believe that another party will perform actions that will result in positive outcomes Aydin and Ozer (2005). These positive outcomes should continue in the future until loyalty is achieved. Building trust is a task that needs actions to be taken by mainly the service provider. These actions include: high quality

products and services, listening to customer needs, and Taking responsible actions to address a customer issue. Adler (2001) suggests that building trust in doing business can greatly improve the business's effectiveness and the best way to achieve customer's loyalty. When a service provider build a trust with its customers; positive consequences arise as a result; it reduces the risk in the overall exchange or transaction process, it increases the confidence of the buyer that all unexpected issues with be handled promptly, and it reduces the transaction costs (Ganesan,1994).

In the telecommunications market trust is considered one of the most important factors that lead to customer loyalty Similarly, Aydin and Ozer (2005). Due to competition in the telecommunications industry; trust must be accompanied by other factors such as quality and cost in order to achieve customer satisfaction and hence loyalty. Prompt actions are needed in order to keep trust between customers and service provider in this industry. New firms offer customers great switch prices and special service support to convince customers to switch to their service. With these special prices and services; customers may lose trust and hence loyalty to their original service provider. Actions such as similar price matching or low trade-in prices for old equipment can preserve customers trust and loyalty to their firm. The inability in building trust or lack of trust in a business could lead to a business's failure (Granovetter,1985).

3.7.5 switching costs

Switching costs are defined as the cost that customers consider as they switch to another product or service (Burnham et al., 2003). Customers balance and manage switching costs based on efforts, knowledge, time, quality, and expectations. In general, switching costs play important role in the relationship between customers and firm or service provider. It may keep customers in business relationship because of

switching costs (time, money, efforts,…..). From business point of view, switching costs play a crucial role in the ability of the company or service provider to maintain loyal customers and ability to maintain highest competitive advantages. Switching costs consist of several elements as we mentioned earlier; financial, efforts, and knowledge costs have the largest effect on consumer decisions and evaluations of current service. (Hu & Hwang, 2006). There are many examples of switching costs; penalty of early termination service with one or two year contract provided by high-speed internet service providers. These penalty charges can be double or more of the current monthly payment and hugely affect the customer's switching decision. Time, another element of switching cost, has a direct influence on customer's decisions; setting up new service such as high-speed internet takes time up to a week and may be more depending on firm's standards, time sheet, and availability.

Burnham Frels and Mahajan (2003) identified three types of switching costs:

(1) procedural switching costs, the loss of time and effort.

(2) financial switching costs, the loss of financially quantifiable.

(3) relational switching costs, involving psychological or emotional discomfort.

According to all considerations of switching costs; business analysts suggest that consumers consider switching costs as barrier or challenging decision that can reduce consumers' switching behavior. Ranaweera and Prabhu (2003) propose that, switching costs act as a challenge for customers when they want to change service providers. Continuous improvements in the provided services to reach customers satisfaction in the telecommunication market attempt to minimize customers' defection. Thus, a solution for service providers should be a combination of switching barriers and adding value to their services (Stewart,1998; Ranaweera & Prabhu,2003).

3.8 Order winners criteria and it's impact on performance indicators

3.8.1 Cost dimension:

Dilworth (1996) asserted in his study that any organization has to focus on cost to make the production and marketing costs lesser than the ones paid by the competing organizations in the same sector. Furthermore, Aquilano et al (1996) argued that organizations seeking to achieve a larger market share as a fundamental perquisite for achieving superiority and success is those organizations delivering products or services with lower costs compared to the competing organizations. In another study, Slack *et al* (2004) claimed that lower costs is the primary process goal for the organizations competing with competitors using the cost approach and thus, these organizations work to provide customers with low cost products or services.

Krajewsky and Ritzman (2005) indicated that decreasing the price paid to obtain the product or the service increases the demand on the product or the service in addition to its ability to decreasing the profits margins if the organization does not work on providing their products or services with low costs. In the same vein, Evans and Collier (2007) indicated that the organization can decrease production costs by using the most effective means for reducing the cost of energy used in the production in addition to working on increasing the quality of the product or the service and that this must be an ongoing process the organization must work on. There is also a need for innovation in the product production and the processes used. In sum, working on reducing the production costs for the product or the service helps the management in decreasing the total costs of the product or the service.

As a result, lower cost means reaching the customer's satisfaction thus obtaining their organizational loyalty and the ability to retain more customers, and this has a positive effect on increasing the organization's market share.

3.8.2 Quality dimension

Heizer and Render (2001) assert that the organization's ability to create the expected value consistent with its goals requires working on determining the customers' expectations, their preferences and desires and t heir own expectation with respect to the quality of services delivered to them and then work on achieving these expectations. Slack *et al*., (2004) indicated that quality is one of the most important competitive advantage for the organization and this concept indicates the that the performance of the product is as expected and to make any needed procedures to make the performance of the product or the service better to meet the customer's needs. Krajewsky and Ritzman (2005) also asserted that customers want to have products with high quality and able to meet their expectations towards the services or products delivered to them. Their expectations are based on the advertisements or commercials they watch on T.V. and they don't accept lesser than they watched when the service or the product is delivered for them. The organization unable to provide services and products able to meet the customers; expectation will be unable to retain its customers and will not be able to attract new customers. There are many concepts related to the service and these are:

- Ideal approach: and this approach means that the organization seeks to achieve the highest levels of quality by providing a product with the highest qualities.
- Value approach: in this approach, quality is defined by comparing the specifications and characteristics of the product or service and its ability to fulfill the needs of the customer and the customers' perceptions relative to the price he\ she paid to get the service. This means that the customer assesses the quality of the service or product by his own perceptions that the price he paid worth the service or product he\she got.

-The customer approach: in this approach, quality is defined by the ability of the product or the service to meet the customer's needs and to achieve their satisfaction by providing high levels of product or service performance.

- Manufacturing approach: the quality is assessed by the customer's perceptions relative to that the product or the service is free of any deficits or flaws.

- The product approach: using this approach, the quality is defined by measuring the specifications of the product or the service.

3.8.3 Flexibility dimension

Dilworth (1996) described flexibility dimension as one of the key elements for achieving the competitive advantage for the organization by the organizations' ability to provide a quick response for the changes occurring in the product design to meet the customer's expectations. Russell and Taylor(1998) indicated that flexibility means the organization's ability to provide a wide range of products or services, to create new products, to modify the existing products and services quickly in addition to the quick response for the customer's needs. Chase *et al* (2001) also indicated that flexibility is one of the key elements of service quality and it describes the organization's readability to develop the existing products, develop its processes to provide new products. Slack *et al* (2004) indicated that flexibility is the organization's ability to change the processes to new methods, and this may means changing the performance of processes and changing the way and time of performing the processes.

The customer needs to change the processes to provide four requirements, including:

- The product flexibility: the processes ability to provide new or modified products.
- Mix flexibility: the processes ability to produce a mixture of products.

- The volume flexibility: the processes ability to change in accordance to the production volume to provide different volumes of the same product or services. These changes may be related to the customers' needs such as the need for changing speed, data volume and the offers.
- Delivery flexibility: the processes ability to change the products delivery times.

Krajewsky and Ritzman (2005) indicated that flexibility is mainly related to the organization's processes enabling it to provide an effective and quick response to the customers' needs. flexibility has become one of the most effective elements for competing among organizations. Flexibility entails the ability to provide new products and services and that this becomes an ongoing activity for the organization. It also entails the speed in developing the existing products in addition to responding to the desires and preferences of customers. The internal flexibility of the process includes response speed for the required delivery dates, to save time in the transformation and change processes and to maintain a high reliability towards the product and services for the customers. Iravani et al (2005) indicated that flexibility is the organizations' ability to provide a quick response to the changes related the characteristics of the product design or the service design or the changes relating the customer's demand on the product or the service. This requires s internet service providers to maintain a level of ability to respond to the customers' needs and to fulfill their expectations towards the service and the access of the Internet service in all circumstances, to get the service with low prices, and to provide other forms of services related to the internet such as availability of customer service offices in the various geographical regions.

Based on this, flexibility has become one of the key elements of competitive advantage for any industrial or service organization wishing to survive in a high

competiveness market as this organization must work on providing a high quality service and to be able to respond to the needs of all its customers.

3.8.4 Delivery dimension

Bragmang (1990) indicated that delivery dimension is one of the rule of thumb for competition between organizations in the different markets as this dimension focuses on reducing the time of delivering the services, the speed for response to the customer's expectations and the organization's speed in designing new products and delivering them as soon as possible. Slack *et al* (2004) added in the same context that completing the work quickly means reducing the time needed for delivering the product or the service for the customer. Krajewsky and Ritzman (2005) indicated that there are three priorities for time related delivery dimension, and these included

- Delivery speed

This speed is measured by the time between receiving the customer's order for the product or the service and the time for delivering the product or the service for the customer, which is termed the waiting period. There is a possibility for increasing the reparation time by reducing the waiting time.

- Delivery on time

This means delivering the product or the service at time.

- Development speed

The speed for delivering the new products and this is measured by the time of the idea generation and the time for the final design of the product and providing it in the markets.

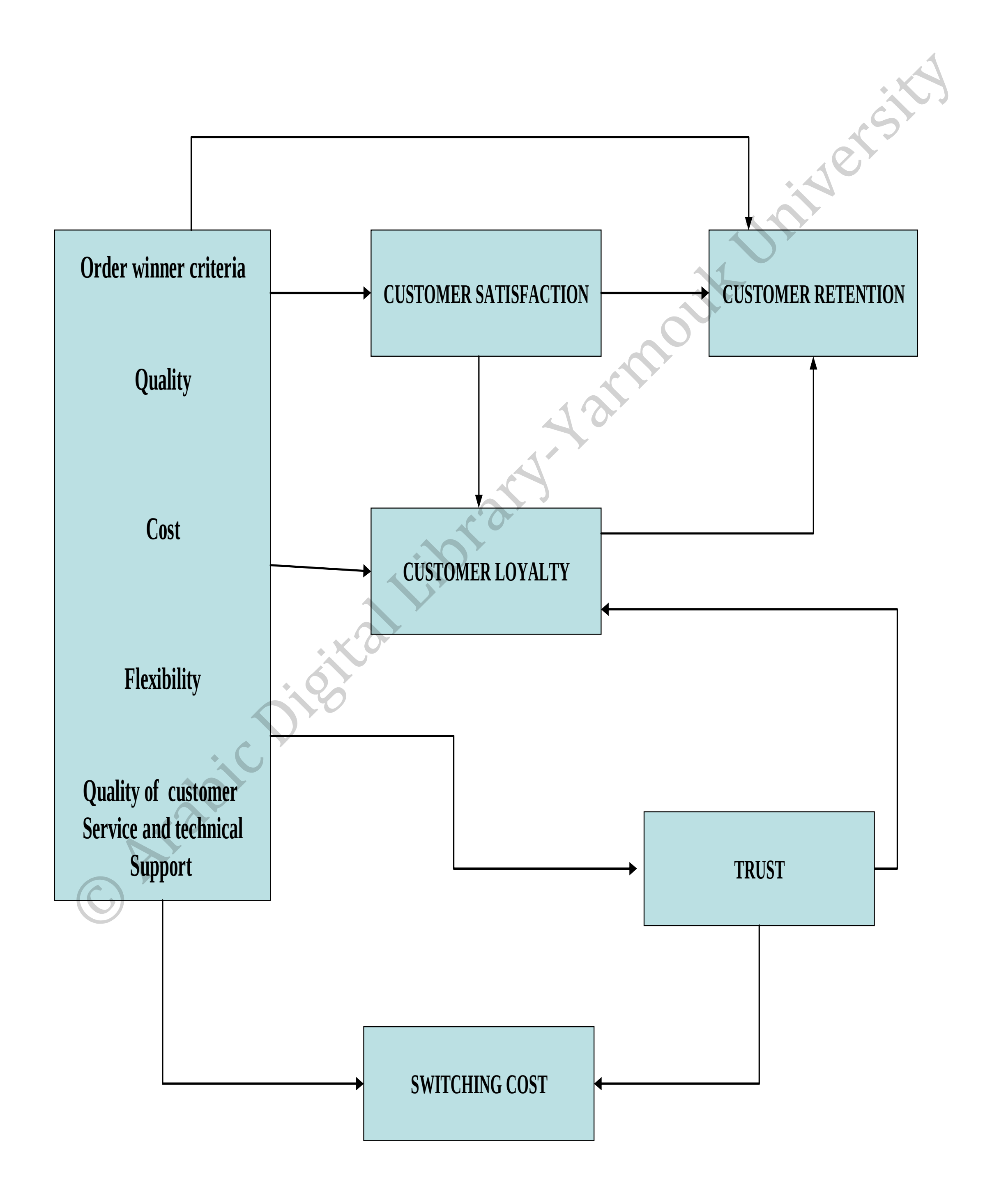
Evans and Collier (2007) indicated that time in these days is one of the most valuable resources to achieve a competitive advantage for the organization. Customers wish to get a quick response from the product or service provider. In

addition, a short waiting time is a key demand by the customers. Many of the contemporary organizations know how to use time for their advantage by delivering the service or product at the right dates. As for internet service provider in Jordan, flexibility lies in their ability to install mediums as soon as possible and to connect the internet service for the customers in the specified dates. In addition, internet service provider in Jordan must provide after sale services for their customers.

3.9 Prediction Model of Internet Service Providers Operation Strategy

Based on a comprehensive review of the theoretical framework , previous studies, research hypotheses, objectives and Theories which present a systematic view of phenomena, the researcher built a conceptual model to identify the scope of what is under investigation ,make conceptual distinction and organize ideas, and explains the relationships between significant order winner criteria (quality) - independent variables, and performance indicators (customer satisfaction, customer retention, customer loyalty, trust ,and switching cost) - dependant variables, an understanding of the linkage between these variables will either come from collaborators' technical knowledge and experience or from the literature. (see figure 1)

Figure (3-3) Prediction Model of Internet Service Providers



3.10 Research hypotheses

Hypotheses 1: Each internet service provider has it own order winner criteria at significant level (α ≤ 5%)

Hypotheses 2: The order winner criteria of particular internet service provider change over period (2009-2013) at significant level (α ≤ 5%).

Hypotheses 3: There is a positive relationship between significant order winner and customer satisfaction at significant level (α ≤ 5%).

Hypotheses 4: There is a positive relationship between significant order winner and customer loyalty at significant level (α ≤ 5%).

Hypotheses 5: There is a positive relationship between significant order winner and Trust at significant level (α ≤ 5%).

Hypotheses 6: There is a positive relationship between significant order winner and Switching cost at significant level (α ≤ 5%).

Hypotheses 7: There is a positive relationship between significant order winner and Customer Retention at significant level (α ≤ 5%).

Hypothesis 8: customer satisfaction has a positive effect on customer retention at significant level (α ≤ 5%)

Hypothesis 9: Customer satisfaction has a positive effect on customer loyalty at significant level (α ≤ 5%)

Hypothesis 10: Trust has a positive effect on customer loyalty at significant level (α ≤ 5%)

Hypothesis 11: Trust has a positive effect on Switching cost at significant level (α ≤ 5%).

Hypothesis 12: customer loyalty has a positive effect on customer retention at significant level (α ≤ 5%)

Chapter Four

4.1 Methods and methodology

This study aims to identify the Order Winners' Operations Strategies of Internet Service Providers in Jordan over the period (2009-2013). In this chapter the researcher describes the methods employed to carry out this study, states the hypothesis of the study, the population of the study, the sample of the study, data collection, instrument validation, scales reliability, pilot study and data analysis techniques.

4.2 The study time frame

By looking at the communication market in general, and the internet market in particular, one can see that there are some radical changes that have taken place in the communication market during the period (2009-2013). These changes are attributed to the enormous increases in the internet users during this period. The numbers of internet users has doubled by four times according to the statistic report issued by The telecommunication regulatory commission (TRC). According to these statistics, the number of internet users was (1.5) million in 2008, (1.7) in 2009, (2.0) in 2010, (2.3) in 2011, and was (2.3) in 2012. This means that the numbers of internet user has increased by (50%). Reaching this number was one of the strategic goals for the internet sector and the communication industry and to reach a targeted number of internet users of more than (3.5) by 2012.

Numbers issued by The Communication Organization Authority that the numbers of internet subscribers has reached (700.000) subscribers with an increase by (10%). In addition, the numbers of internet subscribers via the (Mobile BB) was

(31.212) subscribers. At the same time, the number of (ADSL) subscribers was (196.000) subscribers, while the number of (WI-MAX) has decreased to reach (96) subscribers. The (Leased Line) subscribers has witnessed an increase to reach (1004) subscription. T.V cables subscribers was (2954) subscriptions. The number of internet users was (4.4) million and this means that (69%) of the Jordanian population has an access to internet.

These huge numbers of internet users has increased the competitiveness level between the internet service providers and enhanced the accessibility of new providers. In addition, the developments seen in the electronic devices such as computers and mobile phones and their accessibility by the different users in the Jordanian market has contributed in increasing numbers of internet users during this period from (2009- 2013).

4.3 Data collection

This study contains theoretical and practical sides. the theoretical side will handle scientific ideas of the study, while the practical part will handle the researcher's style in using analytical methods. The above discussion helps the researcher to collect the required data which serve the researcher's study. To collect data, the researcher relies on two types of data:

1. secondary sources of information: the researcher depends on books, journals, articles, references and annual reports which handle the study's topics.

2. primary sources of information: the researcher carries out the application part by depending on a full systematic questionnaire which has specific questions and hypotheses.

4.4 Developing the questioner

The researcher developed a questionnaire as the main source for data collection. The questionnaire included the measurable variables. The questionnaire contained (5) sections, the first section was mainly concerned with gathering the demographic information about the sample of the study (age, educational level, gender, profession, residence). The second section was concerned with gathering information about the use of internet (name of internet provider, type of subscription, average use per day, reasons for using the internet, period of internet use). The third section of the questionnaire contained (19) closed questions assessing the users' selection for a certain internet provider. The fourth section of the questionnaire consisted of (19) to measure the internet users' satisfaction level concerning the internet service provider. Finally, the fifth section was concerned with measuring trust and loyalty to the internet service provider using (11) questions.

In sections 3, 4, and 5 of the questionnaire, a five-point Likert-type scale was chosen to ask the respondents relevant questions. in section three (Had no effect = 0) which mean separate yes or no question, 1 represented ‘Very weak effect’ (the most unfavourable response to the statement) and 5 represented ‘Very high effect’ (the most favourable response to the statement) (Zikmund 2000). Section four, 1 represented ‘Very low satisfaction’, and 5 represented ‘Very high satisfaction’, followed by Section five, 1 represented ‘Strongly disagree’, and 5 represented ‘Strongly agree’.

The study instrument was developed based on a comprehensive review of previous literature examining successful work processes. The researcher also reviewed some of the studies examining service industry, especially the study

focusing on the internet and communication sectors. The researcher also prepared the instrument of the study based on the questions used to measure service quality in the internet service providers.

4.5 Pilot study

The researcher piloted the instrument using a sample of (30) subjects of internet users whom were selected from various internet service providers and with different internet subscriptions to test the language used in the questionnaire. The pilot study was intended to identify the clarity of the items used, if the language used was appropriate to the educational level of the targeted sample and to determine the respondents' ability to understand the items and give appropriate responses. The pilot study was conducted to determine the time needed to return the questionnaire, the optimal method to mange questionnaire administration and to determine if there was a need for a co- researcher.

The pilot study gave the researcher an opportunity to reexamine the questionnaire, mainly focusing on the accuracy of data collection and to determine if the subjects' responses were able to provide adequate information about the variables being examined. The pilot study helped the researcher in detecting the weaknesses found in the instrument.

After completing the pilot study, we made small changes to the questionnaire in order to improve its validity and readability, the pilot study indicated that respondents needed (10) minutes to answer the whole questionnaire. There were no apparent problems pertaining to responding to the questionnaire. In addition, the language used in the questions was easy and clear. As such, there was no need to make essential changes in the preliminary questionnaire.

4.6 Instrument validation

It is a test and verification that the instrument is appropriately designed to measure the intended variables without error or bias in any of the study stages in a manner that have no negative effects on the validity of the instrument used. For instrument validation, the researcher used the interrelated questions to ensure internal consistency between the items to reflect the objectives and questions of the study.

To verify the instrument of the study, the questionnaire was given to a panel of experts from management and statistics faculty members at Yarmouk University and other Jordanian universities to ensure the facial validity of the questionnaire as a reliable tool for data collection. The experts used in the questionnaire validation were (5) – Appendix (1). Their remarks were taken into consideration and the questionnaire was modified before being administrated to the sample of the study.

4.7 Scales reliability

Reliability defined as the consistency of the measure of a variable, to what extent the measures are free from error and therefore produces stable and consistent coefficient (Neuman 2006), the results of reliability test are presented in table (4-1) : results The internal consistent of tested by using Cronbach's Alpha

Table (4-1): Scales Reliability

Variable measure	Dimensions	Number of Items	Cronbach's Alpha
Order Winners	Flexibility	5	0.74
	Costs	2	0.83
	Quality	3	0.87
	Quality of Customer Services & Technical Support	8	0.89
Performance Indicators	Satisfaction	19	0.91
	Loyalty	5	0.82
	Trust	2	0.76
	Switching Costs	4	0.63

As shown in table (4-1) , all the scales shows satisfactory value of reliability ; flexibility dimension (5 items) has a reported reliability of (74 %) ,cost dimension (2 items) also reported (83%),quality dimension (3 items) reported (87%),quality of Customer services & technical support dimension (8 items) reported (89%) , also satisfaction dimension (19 items) reported (91%) , loyalty dimension (5items) reported (82%),trust dimension (2 items) reported (76%),and switching costs(4 items) reported (63%).

4.8 Translating the questionnaire

The questionnaire initiated in Arabic language and translated into English language (see appendix 2), the questionnaire was translated into english with the help of a specialized translator. To ensure its face validity and to make it appropriate to respondents, because Arabic is the formal language and used by citizens in Jordan. Also, the researcher explained his purpose of collecting data to the respondents. After the questionnaire had been developed and translated, we included introductory paragraph; the purpose was to explain the main objective and the importance study to the respondents and to encourage high response rate and also ensuring the respondents that the information will be confidential and will not be used for any purpose other than research purpose.

4.9 Sample of the study and study respondents

The population includes all internet service providers in Jordan. The number of service providers is 13; a sample of three companies was selected. These companies are; Zain, Orange and Umniah. These companies are the dominant in term of market share in Jordan. The share of these companies is about 95% (orange internet service providers annual report,2012).

The respondents population of the study was determined, which included all internet users from the different internet service customers in all the governorates in Jordan. The total number of these users was (4.4) millions and the internet use rate among the Jordanian population was (69%) according to the report issued by the Organization Sector Organization Authority. The sample size was determined using the following formula from the different internet users in the Kingdom of Jordan :

Sample size = Z^2 p(1-p)/E^2 at the interval level (95%) , (Z=1.95) at standard error of (5%). As such, the total sample of the study was (384) applying this formula(Sekaran, 2006).

Based on (Zain Annual Report,2012) the market share of each service provider and the total sample of our study shown in table (4-2) .

Table (4-2) response rate of each service providers respondents

Internet Service providers	**zain**	**orange**	**Umniah**
% Market share	38%	37%	25%
Number of Respondents	236	230	156

The sample was selected using the convenient sampling procedures of internet users using the three top internet service providers in Jordan (Zain, Orange, Umniah) from university students in the public universities and employees working in the public and private firms, shopping centers and shops. (800) questionnaires were distributed to the sample of the study and (687) usable questionnaires were returned (85.87 % return rate) of total questionnaires. (65) questionnaires were eliminated from the statistical analysis and the final sample totaled (622) of internet users.

4.10 data analysis techniques

fundamental considerations lead to select the right statistical test for hypothesis testing. However, it is important that the right statistical analysis is decided before starting the study. the test to be used depends upon the type of the research question being asked, research objective, type of data being analyzed, and the number of groups or data sets involved in the study. the researcher in our study uses statistical software Stata (version 12) for basic data processing and analyses, several types of statistical analysis have been performed

1. Cronbach's Alpha to determines the internal consistency of items in a survey instrument to gauge its reliability.

2. One sample t-test used to identify the criteria that win the order for each company, we tested the mean of each dimension (quality, cost, flexibility, and quality of CS and Tech support) with the test value of (3).

3. Simple regression analysis used to test the effect of significant order winner (quality) on performance indicator.

4.11 Ethical Considerations

All information gotten from the respondents were treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence information gotten was presented as collected and all the literatures collected for the purpose of this study were appreciated in the reference list.

Chapter five

Analysis and Discussion

5.1 Introduction

in this chapter, the researcher analyzed the collected data and made effective interpretation of the results obtained from the distributed surveys. the researcher tried to answer the main research question by identifying the significant order winner criteria and customer's intention to the internet service providers in Jordan between 2009 and 2013. Quantitative analysis using relevant tools and approperiate techniques are used to interpret the questionnaire results . The analyzed data presented in this work are summarized in tables and graphs using STATA program (version 12). the one-sample t-test is used to identify the significant order winner criteria. also, a simple regression test is carried out to identify the relationship' between order winner criteria (quality, cost, flexibility, quality of customer service, and Technical support) and performance indicators (customer satisfaction, customer loyalty, customer retention Trust and switching cost).

5.2 One sample t-test results to identify the significant order winner criteria for all service providers.

To evaluate and identify the criteria that win the order for each company, we tested the mean of each dimension (quality, cost, flexibility, and quality of CS and Tech support) with the test value of (3) which is the midpoint of the scale which was used to elicit the participants' responses. We used alpha .05 to judge the significance of the difference. The results of this test are provided in table (5-1). The table shows clearly that the mean scores of "quality" for Zain, Orange, and Umniah were 3.22, 3.37, and 3.38 respectively, and all these values are significant at alpha $\leq$ .05. the values of all other dimensions were insignificant at alpha $\leq$ .05. Thus perceived quality of the service significantly contributed toward the clients choice and has vital role in the selection decision of their provider.

Researchers differentiate between attributes that win orders (order winners) and those that are necessary; an organization must meet for an offer to be selected by a client (order qualifiers) .Quality is related to reliability and level of service provided, thus it seems that for this kind of service the availability of communication at the expected level of quality whenever the client need is the major criteria they use to select the provider. Therefore we see that the most single important attribute that wins order is "quality" for all service providers. The other attributes were equally important across the companies, thus they have no effect on their selection decision. Then, for a service provider to win customers and beat competitors in the marketplace, it should improves and enhances the perceived quality of its service while striving to keep the level of performance on the other variables comparable to those of competitors.

Table(5-1): Order Winners

tables below shows the changes in Order Winners over the period(2009-2013) for Zian, Orange and Umniah separately.

COMPANY	QUILITY	COST	FLEXIBILITY	QUILITY OF CS&TECH SUPPORT
ZAIN	3.22* 2.408 **(0.008)**	2.74 2.760 **(0.996)**	2.61 5.309 **(0.954)**	2.69 4.001 **(0.897)**
ORINGE	3.37* 4.369 **(0.000)**	2.68 3.383 **(0.916)**	2.54 6.547 **(0.900)**	2.81 2.737 **(0.867)**
UMNIAH	3.38* 3.689 **(0.000)**	2.96 0.366 **(0.6429)**	2.56 5.265 **(0.899)**	2.70 3.139 **(0.929)**

* significant at 1%   ** significant at 5%   *** significant at 10%

The customer determine the winners' operational competitive criteria, quality criteria attract customer to deal with one service provider rather than other, quality dimension includes several key indicators, these indicators adopted by the consumer to select his own service provider, quality measurement information reports presented by Orange internet service provider, for the second half of 2010 (01\07\2010-31\12\2010) contained a set of quality indicators to measure and evaluate internet services provided by the company which matched with customer definition of quality and Relied upon to choose his internet service providers. These included:

Time needed to provide the service for the first time: This is an indicator to measure the time needed to provide internet service for the first time from signing the service provide contract to the moment the customer receives the service from the company. This indicator is divided into three main subsections:

A-Percentage of the applications being served within 6 days.

B- Percentage of the applications being served within 10 days.

C-Percentage of the applications being served within 22 days.

And the second is malfunctions percentage indicator: This indicator represents the percentage of the malfunction on the internet server or the malfunctions affecting the quality of the service reported by the clients with respect to the total number of clients.

Internet service availability indicator very important indicator for customers which means measuring the percentage of the time period when the devices of the internet in the company were fully functioning with respect to the time period being covered y the report (6 months).

Internet service providers in jordan use billing complaints percentage indicator to assess the quality of service, this indicator represents the percentage of clients' complaints related to billing with respect to the total number of clients, clients' general complaints percentage indicator which represents the percentage of clients' complaints applied to the company with respect to the total number of clients receiving internet services from the company, and General complaints handling percentage indicator: This indicator represents the percentage of general complaints being treated and closed within the expected expectations of the client within (10) days of complaint application with respect to the general number of general complaints being filed and treated,It is worth noting that telecommunication companies in jordan work in dynamic environment which places too much pressures on managers of these companies to be in line with new progress in technology , consumers' preferences and tastes. Therefore, they should frequently up-date their strategies in response to any change in consumers behaviors. This finding is consistent with(hallgren,2007;Quesada et al,.2008;boon-itt,2009) but provide no support to the finding of (hart,2001;wouters,2004;lee et al.,.2008)

Hindrikes *e t al* (2006,18) agreed that the quality dimension is the ability to provide products and services in accordance to the needs and preferences of the customers. Atem and Yella (2007) also indicated that quality means the different perception of the individual customers or the different perception of the organization against the different individual expectations of the customers.

5.3 One sample t-test results to identify the changes in order winners over the period (2009 – 2013) of Zain service provider.

The results presented in Table(5-2) suggested that quality is the order winners for all internet service providers. To investigate whether these companies change their order winners over time, we estimated and tested the mean of each dimension of order winners (quality, cost, flexibility, and quality of CS and Tech support) with the midpoint mean value of (3) which is used to elicit the participants' responses. One sample t-test is used to investigate whether the mean difference is statistically significant at 5%.

Table(5-2): changes in order winners over time of Zain Company

YEARS	QUILITY	COST	FLEXIBILITY	QUILITY OF CS &TECH SUPPORT
2009	3.20 2.7836 **(0.041)**	2.72 1.1854 (0.8784)	2.99 0.0338 (0.5134)	2.82 1.681 (0.9521)
2010	3.19* 2.918 **(0.009)**	2.453488 2.8394 (0.9965)	2.516279 2.7544 (0.9957)	2.791274 2.0150 (0.9768)
2011	3.16092 0.8802 (1912)	3.21** 3.0963 **(0.018)**	2.65172 2.5808 (0.9938)	2.86 1.6417 0.9487
2012	3.015504 0.0660 (0.4738)	2.790698 0.8535 (0.8009)	2.55814 2.2981 (0.9867)	3.33* 3.078 **(0.002)**
2013	3.54** 2.797 **(0.004)**	2.632653 1.6731 (0.9496)	2.428571 3.1722 (0.9987)	2.51 3.0065 (0.9979)

* significant at 1% ** significant at 5% *** significant at 10%

The results presented in table (5-2) suggested that quality still the criteria which selected by the customer of Zain company as an order winner for two continuously (2009 and 2010), while pay less attention to other order winners, where the mean difference is found statistically significant at 5% for quality at year 2009 and 2010. cost, flexibility, and quality of CS and Tech support were not statistically significant in these year. this is because the great similarity between the three service providers in terms of cost and flexibility, and quality of customer service and technical support.

On 2011, the customer moves to select the costs as order winner. This may be attributed to the competitive challenges in the market between service providers to keep its market share which requires high quality with low costs. This may explain the reason as to why it shift on 2012 to quality of CS and Tech support which is found to be statistically significant at 1% level. Moreover, Advanced technology is used in producing and introducing services, increasing the need for after-sale services and consequently for improving quality of customer services. However, it back again to quality at 2013 as the mean difference is found statistically significant at 1% level. This may be attributed to the high level of competition which creating high level of a convergence of costs between all service providers. So, the customer returned to choose the quality criteria as the main factor to select his service provider.

5.4 One sample t-test results to identify the changes in order winners over the period (2009 - 2013) of orange service provider.

The same thing for orange internet service providers, the result presented in table (5-3) suggested that quality is the criteria which selected by the customer as an order winner for three continuously (2009 ,2010,and 2011) , In addition to , quality of

CS and Tech support criteria in (2010) , while pay less attention to other order winners criteria, where the mean difference is found statistically significant at 1% for quality at year 2009 , in 2010 significant at 5% for quality and significant at 1% for quality of CS and Tech support criteria, in 2011 significant at 1% for quality, in 2012 the same thing for orange company, the customer move to select the cost as the order winner criteria , However, it back again to quality at 2013 as the mean difference is found statistically significant at 5 % level.

Table(5-3): order winner of Orange Company

YEARS	QUILITY	COST	FLEXIBILITY	QUILITY OF CS &TECH SUPPORT
2009	3.45* 2.54 **(0.007)**	2.869565 0.6231 (0.7318)	2.8 1.3370 (0.9060)	2.855978 0.8137 (0.7900)
2010	3.46** 1.983 **(0.028)**	2.772727 0.8641 (0.8030)	2.709091 1.4799 (0.9257)	3.25 3.3198 **(0.006)**
2011	3.44* 2.545 **(0.007)**	2.767857 1.1524 (0.8729)	2.542857 3.0521 (0.9983)	2.944196 0.4168 (0.66608)
2012	3.146341 0.7060 (0.2421)	2.426829 2.3354 (0.9877)	2.307317 4.4261 (1.0000)	3.47* 3.273 **(0.038)**
2013	3.35** 1.939 **(0.029)**	2.564815 2.6614 (0.9949)	2.37037 4.3244 (1.000)	2.743056 1.7386 (0.9560)

* significant at 1% ** significant at 5% *** significant at 10%

5.5 One sample t-test results to identify the changes in order winners over the period (2009 - 2013) of Umniah service provider.

the result presented in table (5-4) suggested that quality is the criteria which selected by the customer as an order winner for (2009,2010,2012,2013), In addition to , cost criteria in (2013), In 2009,2010,2011 all internet service providers offered almost similar services in terms of quality. for this reason customers tried to find

alternative services regardless of its quality. In 2013 customers complained of lower service quality and switch back to quality as the main concern in choosing service provider (order winner criteria).

Table(5-4): order winner of Umniah Company

YEARS	QUILITY	COST	FLEXIBILITY	QUILITY OF CS &TECH SUPPORT
2009	3.16** 2.45 **(0.028)**	2.666667 1.0847 (0.8518)	2.72 0.8686 (0.8001)	3 0.0000 (0.5000)
2010	3.33** 2.997 **(0.046)**	2.883333 0.4850 (0.6843)	2.68 2.0138 (0.9733)	2.808333 0.9587 (0.8272)
2011	3.198582 1.0788 (0.1432)	2.893617 0.5063 (0.6925)	2.540426 3.4705 (0.9994)	2.656915 1.9794 (0.9731)
2012	3.54* 3.083 **(0.002)**	2.985714 0.0638 (0.5252)	2.491429 2.7758 (0.9956)	2.625 1.8381 (0.962)
2013	3.64** 2.450 **(0.010)**	3.283** 2. 72 **(0.011)**	2.473333 2.2564 (0.9841)	2.604167 1.4880 (0.9262)

* significant at 1%   ** significant at 5%   *** significant at 10%

5.6 Simple regression results to identify the relationships between significant order winner and performance indicators

This section presents the impact of order winners on the performance of telecommunication companies (Zain, Orange and Umnia) using four performance indicators including: satisfaction, Loyalty, Trust and switching. To accomplish this objective multiple regression estimation is used to investigate this impact for each telecommunication company separately. Before reporting and interpreting the estimation results of the study model, the model should be tested for heteroskedasticity problems. it exists when the variance of residuals obtained from Ordinary Least square regression is not homogenous. For the purpose of testing for

heteroskedasticity problem, the current study uses Breuch-Pagan test under the null hypotheses that the variance of the residuals is homogenous.

The results of diagnostic test for Hetroskedasiticity indicate that the empirical model has no Hetroskedasiticity problems.Breusch-Pagan test is found to be statically insignificant for all models tested of each company using different performance indicators, implying that the variance of residuals is homogenous, and hence no Hetroskedasiticity problem exists for the sample of the study. The chi square distribution was not statistically significant at 5% as can be seen in table (5-5) , table and Table Consequently, we accept the null hypothesis that the variance of the residuals is homogenous.Based on the above analysis, we can conclude that no Hetroskedasiticity problems exist. Hence, estimating coefficients and testing hypotheses are possible. In what follows, we analyze and discuss the estimation results for each company separately.

Table(5-5): simple regression results: Independent variable: Quality

Dependent Variable:	Satisfaction	Loyalty	Trust	Switching	Customer Retention
Panel A: ZIAN COMPANY					
Coefficients t-value p-value	0.292* 9.12 (0.000)	0.160* 3.89 (0.000)	0.225* 4.91 (0.000)	0.198* 5.70 (0.000)	0.111** 2.08 (0.038)
F-statistic	83.14 (0.000)	15.14 (0.000)	24.13 (0.000)	32.51 (0.000)	4.35 (0.037)
R^2	0.26	0.06	0.09	0.12	0.02
Hetroskodastisy Test	1.55 (0.2136)	1.25 (0.2631)	2.52 (0.1123)	0.54 (0.4638)	1.024 (0.088)
Panel B: ORINGE COMPANY					
Coefficient	0.225* 6.99 (0.000)	0.102** 2.40 (0.017)	0.108** 2.26 (0.025)	0.053 1.41 (0.160)	-0.114 0.18 (0.857)
F-statistic	48.92 (0.000)	5.77 (0.017)	5.09 (0.0250)	1.98 (0.1604)	0.03 (0.857)
R^2	0.18	0.02	0.02	0.01	0.009
Hetroskodastisy Test	0.01 (0.9414)	0.69 (0.7096)	0.02 (0.8990)	3.45 (0.1776)	0.02 (0.886)
Panel C: UMNIAH COMPANY					
Coff	0.303* 7.31 (0.000)	0.182* 2.99 (0.003)	0.239* 3.63 (0.000)	0.221* 4.77 (0.000)	0.089 1.23 (0.221)
F-statistic	53.39 (0.000)	8.95 (0.003)	13.16 (0.000)	22.77 (0.000)	1.51 (0.221
R^2	0.25	0.05	0.08	0.13	0.01
Hetroskodastisy Test	0.01 (0.929)	0.10 (0.749)	2.89 (0.088)	2.58 (0.108)	0.52 (0.471)

Table (5-5) present the estimation results of investigating the impact of quality on performance indicators including, Satisfaction, loyalty , trust, switching and customer retention. It is worth noting that quality is found to be the order winner for internet service providers (Zian, Orange and Umniah) . For Satisfaction, loyalty , trust, switching and customer retention simple regression models, Breusch-Pagan test for Hetroskedasiticity suggests that the variance of residuals obtained from Ordinary

Least Square simple regression is homogeneous , hence, no Hetroskedasiticity problem exist. Moreover, f- statistics is found significant for all regression models, For customer retention regression, it is found significant only for Zian Company while it was not for Oringe and Umniah. This implies that quality is the only factor that leads to retain Zian ' customers. For other companies, it seems that there are other factors rather that quality have a substantial impact on customer retention.

As can be seen from Table (5-5) – panel A: Satisfaction, loyalty, trust, switching and customer retention are found to be positively influenced by quality. The estimated coefficient on Quality variable was statistically significant at 1% to 5% with positive sign, suggesting that customers' Satisfaction, loyalty, trust, switching and customer retention increase for an increase in quality. Zian Company needs to improve the quality of its services to maximize its customer's satisfaction, trust, loyalty and retention.

For Orange Company, Panel B shows that coefficients on quality is statistically significant with positive signs for Satisfaction, loyalty and trust, implying that quality has a substantial effect on Orange Company. However, Quality has no influence on switching and customer retention, F-statistics ware not statistically significant, implying that the estimated coefficient on quality is not statistically different from zero.

For Umniah, all estimated coefficients on Quality except for Customer retention simple regression, are found to be statistically significant at 1% level with positive signs, suggesting the positive impact of quality on Satisfaction, loyalty trust and switching cost.

On the other hand, emotional component is a mixture of psychological feelings and attitudes towards a company. These feelings influenced from customer’s satisfaction and customer’s previous experiences with a particular company. A previous study by Erevelles et al (2003) examined the customer’s satisfaction and customers feelings

and behavior of switching internet service providers. The emotional components found to have the strongest impact on customers' perceptions regarding service providers. These factors are formed from previous experiences and overall satisfaction. These experiences shared among customers and service providers are affected by many factors such as marketing communication devices deployed by the company, services quality, physical facilities, and messages about the company in the market place. All of these emotional factors are assumed to enhance corporate image of service providers in the eyes of customers.

Table(5-6):simple regression results

Dependent Variable: Loyalty	Satisfaction	Trust	Dependent Variable: Switching	Trust
Panel A: ZIAN COMPANY				
Coefficient t-value p-value	0.592* 9.51 (0.000)	0.630* 15.57 (0.000)	Coefficient t-value p-value	0.265* 5.63 (0.000)
F-statistic	86.77 (0.000)	242.37 (0.000)	F-statistic	31.70 (0.000)
R^2	0.27	0.51	R^2	0.12
Hetroskodastisy Test	4.82 (0.082)	0.40 (0.5287)	Hetroskodastisy Test	2.38 (0.0641)
Panel B: ORINGE COMPANY				
Coefficient	0.454* 6.08 (0.000)	0.547* 11.52 (0.000)	Coefficient t-value p-value	0.294* 6.06 (0.000)
F-statistic	36.99 (0.000)	132.66 (0.000)	F-statistic	36.77 (0.000)
R^2	0.14	0.37	R^2	0.14
Hetroskodastisy Test	0.09 (0.7599)	0.16 (0.6869)	Hetroskodastisy Test	8.63 (0.033)
Panel C: UMNIAH COMPANY				
Coff	0.622* 6.82 (0.000)	0.479* 7.75 (0.000)	Coefficient t-value p-value	0.332* 6.56 (0.000)
F-statistic	46.48 (0.000)	60.00 (0.000)	F-statistic	42.27 (0.000)
R^2	0.23	0.28	R^2	0.21
Hetroskodastisy Test	0.07 (0.7956)	2.31 (0.1231)	Hetroskodastisy Test	0.93 (0.3347)

Table (5-6) panel A, B and C present the results of simple regression for Loyalty and switching as depend variables regressed on satisfaction and trust for

each dependent variable separately. All simple regression models show no Hetroskedasiticicity problem with significant F-statistics, suggesting that satisfaction and trust tends to increase the loyalty for internet service providers. this finding is also confirms by the significant t-statistics where the p- values are found to be statistically significant at 1%.

increasing importance of speed has led to more competiveness between organizations and this competiveness is based on the speed for delivering the internet and the speed for penetrating the targeted markets.

Based on this, delivery dimension is considered an important determinant for competitive advantage between organizations. This dimension refers to the organizations' ability to deliver the product or service on time. This dimension expresses the processes ability to fulfill the demands of the customers and to deliver them on time, and this increases the competitive advantage of the organization in the market and achieve high levels of customer satisfaction, increase their organizational loyalty and to obtain more market share.

Table(5-7):Impact of Satisfaction and Loyalty on Customer retention

Dependent Variable:Customer Retention	Loyalty	Satisfaction
Panel A: ZIAN COMPANY		
Coefficient	0.038 0.14 (0.885)	0.006 0.02 (0.984)
F-statistic	0.02 (0.885)	0.001 (0.9839)
R^2	0.0001	0.002
Hetroskodastisy Test	1.82 (0.315)	0.99 (0.3203)
Panel B: ORINGE COMPANY		
Coefficient	0.598 1.89 (0.049)	0.595 1.61 (0.1092)
F-statistic	3.91 (0.0491)	2.59 (0.1092)
R^2	0.016	0.011
Hetroskodastisy Test	2.12 (0.651)	0.42 (0.4965)
Panel C: UMNIAH COMPANY		
Coefficient	-0.111 -1.10 (0.272)	0.351 0.91 (0.366)
F-statistic	1.22 (0.2721)	0.82 (0.3659)
R^2	0.008	0.005
Hetroskodastisy Test	0.77 (0.3794)	5.44 (0.0196)

Table(5-7) shows the impact of loyalty and customer satisfaction on customer retention using a simple regression model which can be estimated using Ordinary Least Square Technique. The estimated results show that both customer satisfaction and loyalty have no effect on customer retention for all internet service providers, except Orange. For Orange Company, the estimated result suggests that the impact of loyalty on customer satisfaction is found to be statistically significant at 5% level with a positive sign. this finding implies that customer retention is an increasing function of loyalty .

company's reputation could be one of the considerations in a customer's buying decision, companies should always aim to increase customer satisfaction because it leads to corporation reputation. Corporate image is very important factor for customers to evaluate the overall quality of services offered by different service providers (Zinkhan et al., 2001). As we mentioned earlier, the telecommunication industry is very competitive and the quality of a service may be difficult to evaluate by customers; corporate image plays a crucial role in this evaluations. Service firms realized the effects and consequences of corporate image to compete in this industry. Corporate image has direct impact on customers' perception of service quality, which leads to consumer satisfaction and loyalty. Corporate image has two principal components: functional and emotional components; functional components are tangible characteristics that can be easily measured (LeBlanc & Nguyen, 1996). In the telecommunication market, the extrinsic characteristics **(**personal contact, the physical environment, technical support, and the responsiveness) can have significant influences on customers' intentions to select a service provider (Nguyen & Leblanc, 2001).

Market share and customer satisfaction, It has been found that Market share is directly influenced by consumer satisfaction and consumer's behavior toward company products and services. The relationship between customer satisfaction and market share has been recently studied by Rego et al (2013). This study concluded a negative relationship between customer satisfaction and market share. Brand choice is the key factor behind this negative relationship. Customer's satisfaction can lead to higher market share if there is a continuous demand of this product or service. This important result means that marketing larger brand could therefore have a positive impact on customer's satisfaction and lead to market share. According to other

studies, consumer’s satisfaction which leads to market share is represented by purchases repetition and positive word-of-mouth (De Matos& Rossi ,2008). Loyalty is also associated with satisfaction and represented by an increase levels to repurchase and an increase in profits per customer at the firm level (Zeithaml 2000; Tellis 1988). The directionality between satisfaction and loyalty relationship is not very well established. Generally speaking, it can take one of the following possibilities: satisfaction → loyalty, loyalty → satisfaction, or there is no real correlation between satisfaction and loyalty. In the above section we showed that there is a correlation between loyalty and satisfaction. Hence the third possibility in the above directionality can be excluded. Regardless of this directionality inter-relationship, assessing the loyalty-share relationship is of prime interest in the present investigation. The first two possibilities above lead to market share. i.e. satisfaction → loyalty → market share and loyalty → satisfaction → market share. Market share maintenance and strategies become exceedingly costly. Customer acquisition is an expensive and difficult task too. Firms need long run strategies in order to combat rivals' competitive pressures. These strategies target customer’s loyalty in the first place to decrease the maintenance cost and then market share. In summary, brands with large market shares usually have the most loyal buyers while brands with small market share suffer from low loyalty levels (Ehrenberg and hart, 2000).

Several studies have indicated that there is a positive statistical relationship between the quality of the product or the service, its price and flexibility in delivery from one hand and customer's retention, customer's satisfaction and customer's organizational loyalty on the other.

5.7 The result of hypothesis at the corporation level

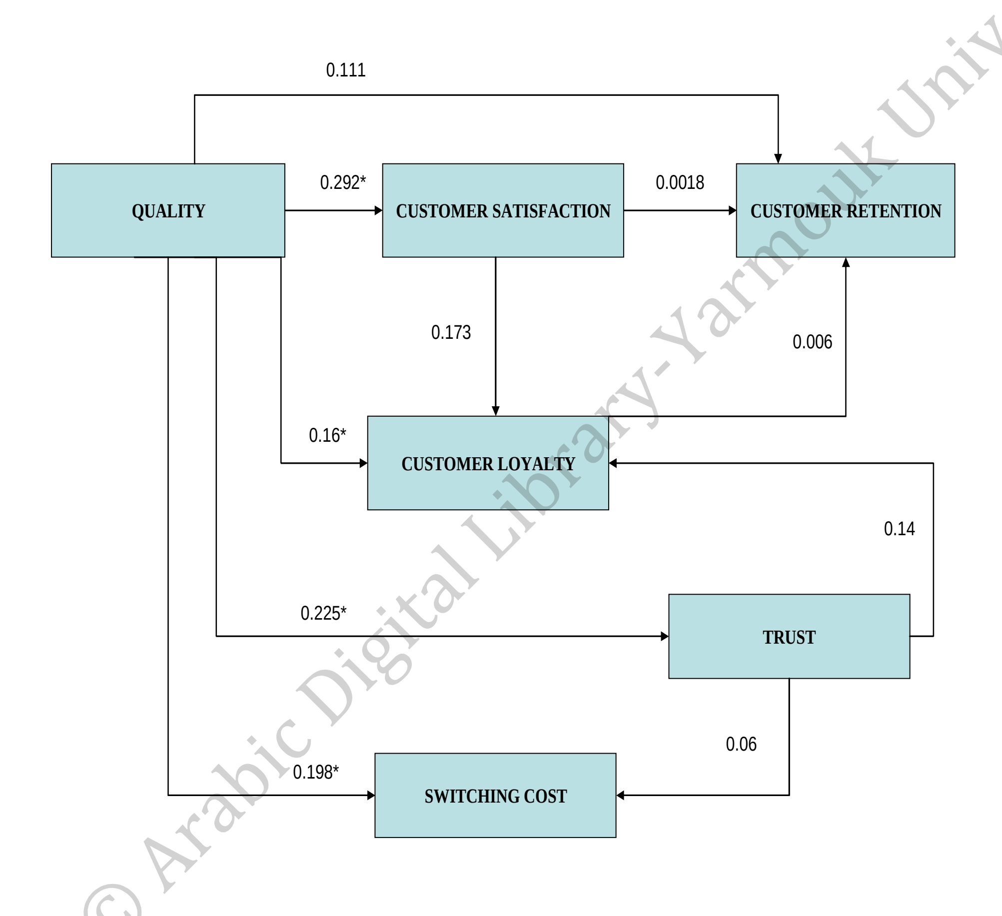
Table (5-8) The result of hypothesis at the corporation level

Hypothesis	Internet service providers		
	Zain	**Orange**	**Umniah**
Hypothesis 1	Accept	Accept	Accept
Hypothesis 2	Accept	Accept	Accept
Hypothesis 3	Accept	Accept	Accept
Hypothesis 4	Accept	Accept	Accept
Hypothesis 5	Accept	Accept	Accept
Hypothesis 6	Accept	Reject	Accept
Hypothesis 7	Accept	Reject	Reject
Hypothesis 8	Reject	Reject	Reject
Hypothesis 9	Accept	Accept	Accept
Hypothesis 10	Accept	Accept	Accept
Hypothesis 11	Accept	Accept	Accept
Hypothesis 12	Reject	Reject	Reject

5.8 Predication models of each corporation : direct and indirect paths results.

Zain service provider

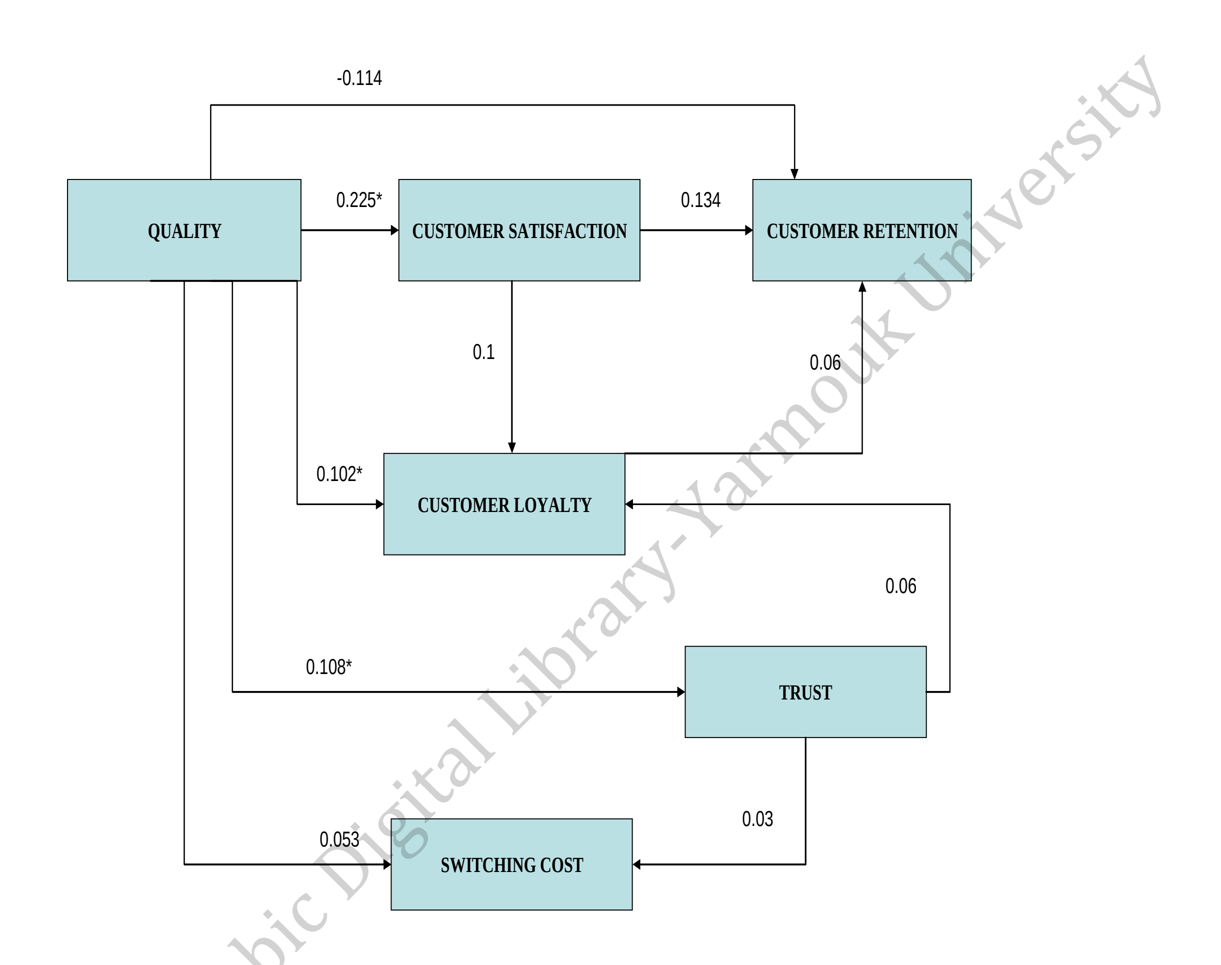
figure (5-1) direct and indirect paths results of zain service provider



The direct impact of quality on customer loyalty is more than the indirect impact through trust. The impact is 0.16 ,0.14 respectively, and the direct impact of quality on switching cost is more than indirect impact through mediator (trust) .the impact is 0.198 ,0.06 respectively, direct significant relationship between quality and customer satisfaction and switching cost, and insignificant between quality and customer retention.

Orange service provider

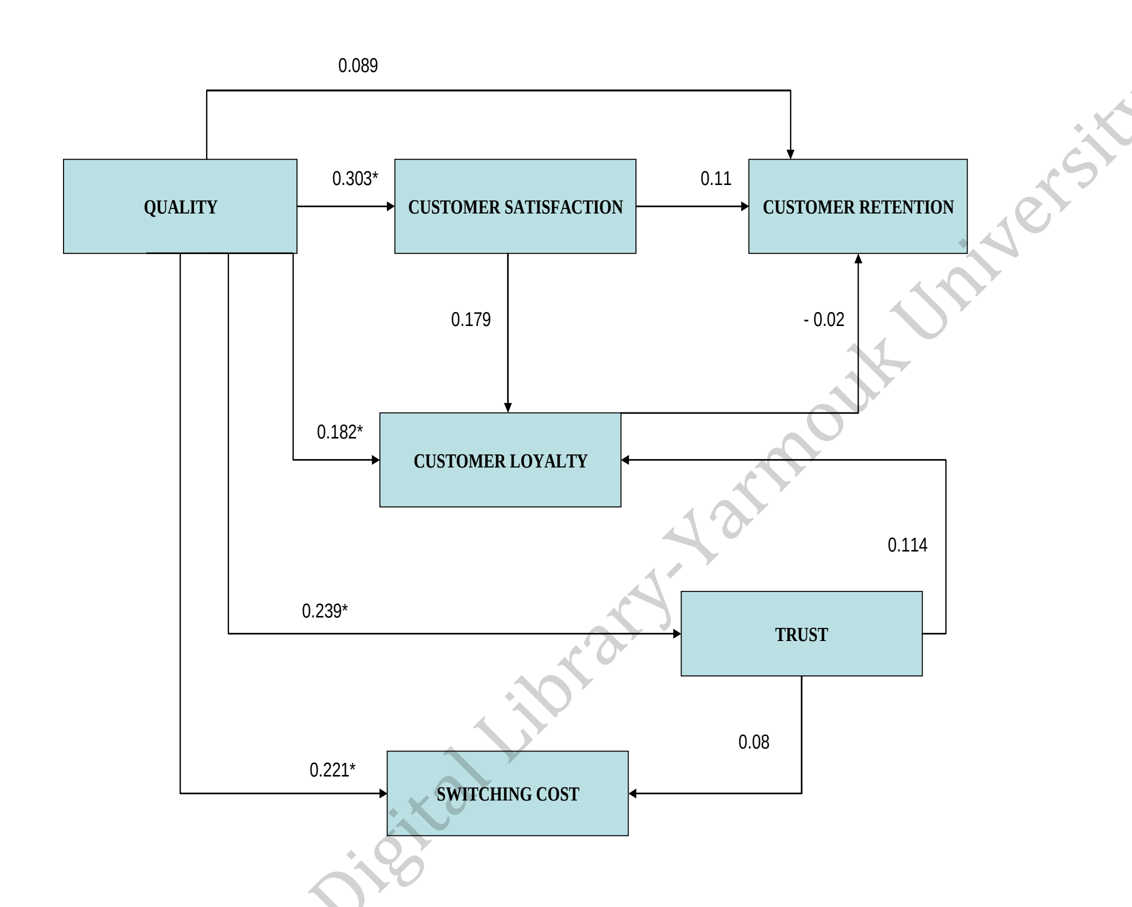
figure (2-5) direct and indirect paths results of orange service provider



There is a direct significant impact between quality and customer satisfaction, customer loyalty, trust ,and switching cost more than the indirect impact through satisfaction, loyalty, and trust as a mediators. The direct impact is 0.225,0.102,0.108,0.053 respectively, and the indirect impact is 0.134 were customer satisfaction mediator ,0.06 customer loyalty mediator,(0.06,0.03) trust mediator between customer loyalty and switching cost respectively.

Umniah service provider

figure (3) direct and indirect paths results of Umniah service provider



The direct impact of quality on customer loyalty is more than the indirect impact through trust. The impact is 0.182 ,0.114 respectively, and the direct impact of quality on switching cost is more than indirect impact through mediator (trust) .the impact is 0.221 ,0.08 respectively, the direct impact of quality on customer loyalty is more than the indirect impact through satisfaction.The impact is 0.182, 0.179 respectively,and the direct impact of quality on switching cost more than the the indirect impact through trust.the impact is 0.221 , 0.08 respectively. This finding consistent with (Anderson and Sullivan,1993),but provide no support to the finding of (verhoef,2003; Thurau and Klee,1997),This is attributed to there are other factors rather than quality have substantial impact on customer retention like (needed to

technological tools for service operation such as cables and wireless for free or competing prices, Quick response to the complaints and inquiries by the customers service offices, a mixture of channels to communicate with the customers service - via website, communication centers, customers; service offices , different various offers, quickly responds to any technical problem ,and high courtesy with customers),internet service providers in jordan need to innovate and assume a proactive role in retaining customers. 1) build trust through extended relationships with customer. 2)integrity its very critical factor and very important to retain customer**,** service provider must always be total consistency between what you say and what you do.3) Implement customer feedback surveys which is very important to learning how your service is performing in relation to your customer expectations.

Chapter Six

CONCLUSIONS, IMPLICATION AND RECOMMENDATION

This chapter provides information about the main conclusions, then the recommendations and a suggestion for future research , followed by limitations.

6.1 Conclusions

1. Results of the study indicated that the service quality provided from the service provider represented by the downloading and uploading speed in addition to high loading capacity, continuance of service, the time needed for providing the service for the customer for the first time and malfunctions were the most important factors for selecting the internet service providers for Zain, Orange and Umniah internet service providers.
2. The analysis of the change of O.W over the period (2009-2013) for Zain service providers indicated that the customer selected quality as the main factor for selected service provider (2009 - 2010, 2013), while cost was selected for (2011), customers service and technical support were the main factors for (2012), and returned to service quality for (2013). As for Orange customers, it was found that service quality was the main factor for the years 2009, 2010 and 2011 respectively. As for (2012), Orange customers selected customers service and technical support. Customers returned to select the service quality in (2013). For Umniah customers, it was found the they selected service quality (2009, 2010, 2012 and 2013) in addition to cost. This result may be due to the stability in the service quality provided by internet service providers. As such, the customer selected the cost, technical support and customers service in (2012). When comparing between Zain and Orange

customers, it was found that cost was on the expense of service quality. In (2013), service quality was the main order winner for all survryed internet service provider.

3. The results pertaining to the quality analysis relation as the main factor for the internet service provider selection with performance variables represented by (customer satisfaction, customer loyalty, customer trust, switching cost and customer retention), the following results were found for Zain customers

   - A positive correlation was found between the service quality provided and customer satisfaction.
   - A positive correlation was found between the service quality provided and customer loyalty.
   - A positive correlation was found between the service quality provided and customer trust.
   - A positive correlation was found between the service quality provided and customer retention.

4. As for the results pertaining to the correlation analysis between significant order winner criteria (quality) and performance indicators for Orange customers, it was found that there were positive correlations between quality and performance indicators (customer satisfaction, customer loyalty, customer trust, switching cost), except for customer retention as it was found that there was a negative correlation between quality and customer retention. It was also found that selection standards with quality such as price, flexibility, customer service and technical support was negatively correlated with service quality.

5. As for Umniah customers, it was found that there was a significant correlation between service quality and all performance variables, except for customer

retention as it was found that the correlation between the service quality and customer retention was not significant. This results may be due to the reasons already explained for Orange customers.

6. Results pertaining to the correlation between the performance variables indicated that for Zain customers, there was a significant positive correlation between customer satisfaction and customer trust with customer loyalty and this means that as the level of customer satisfaction and customer trust increases, the level of their loyalty increases, leading to higher levels of customer retention. As for the correlation between switching cost as a dependent variable and customer trust, it was found that there is a significant correlation between the two variables. As for the correlation between customer loyalty and customer satisfaction as a independent variables and customer retention, it was found that there was no significant correlation between these variables These results were identical for the three internet service providers in Jordan. These results may be due to the high similarities in the service quality between the three service providers and competing prices, which have motivated customers to switch their internet service providers seeking for better service offers fulfilling their needs.

6.2 Implication

- The researcher recommends that its required to have more attention to promoting the quality of internet service provided for customers, as customer service its the major factor in the internet service provider selection. Therefore, service quality is the major contributor to customer satisfaction and their loyalty, trust and retention. Providing the optimal encouraging organizational culture supporting service quality by the decision makers and

service providers in all the internet service provider operating departments may have a significant effect on promoting customer satisfaction and their loyalty, trust and retention. This may be initiated by opening more innovative quality assurance department, providing the adequate technical support, whether via the internet or via the communication centers.

- the internet service provider companies managements have to ease the procedures needed for obtaining a certain service, reducing service delivery time. This may be achieved by motivating employees and empowering them to provide high quality service performance. All employees in the company must be instructed to respect every customer as this leads to partnerships between the service provider company employees and the customer. Employees must work on obtaining needed information, suggestions, recommendations and complaints to develop the quality of services provided and to obtain their satisfaction.
- One of the main difficulties facing the internet users when selecting their communication and internet service provider is the users' ignorance of the services provided by the service provider. The service provider companies provide additional backup service in the form of internet service subscription package. As such, the service provider company can attract various customers, and leaves the basic responsibilities assumed by the company and that is to provide internet service for the different users with the higher quality and in accordance to the customers' needs. Unfortunately, we find that internet service provider are inconsistent in their speed of the uploading and downloading capacity, the size of information agreed on by the internet service provider and the customer. The customer lacks the adequate

knowledge concerning the service coverage, the strength of the internet signal in the region where the service is provided in addition to not informing the customer about these issues before cutting the service.

- the speeds provided by the internet provider company may be a stable and consistent reality in the early stages of service to achieve marketing objectives. But, this issue becomes a concern for the user or the organization using the internet service later. The customer signs a contract for one year or one month with the internet service provider company, and the customer can't breach such contract. But, as the internet service provider company do not provide the feasible solutions to meet the customers' demands, customers feel that they have been deceived as the terms in the contract were not fully explained.
- The internet Routers are another problem for the customer as they are in most cases unable to meet the requirements of the customer and may be the reason for the low internet speed. The distance between the service provider company and the user is another problem as the internet signal becomes low as the distance between the internet signal tower and the user. The urban residents do not suffer from this problem, but rural resident do. Therefore, the researcher recommends the need to take these problems into consideration by the internet service providers.
- To obtain customer loyalty, the internet service provider companies managements must work on retaining its customers, work to obtain their satisfaction as the cost for retaining current customers in lesser than the cost of acquiring new customer. The internet service provider companies have to

work on retaining customers for longer times and this means that the customers have more loyalty levels towards the company.

- there is a need to identify well- defined standards to be taken into consideration when selecting the internet service provider, and these may include to acknowledge that there is more than one internet service providers and may compensate any internet service malfunctions. When the internet service signal stops, the customer may resort to the Backup service. The internet service consumer ensures obtaining the service without any malfunctions. The most important problem for internet users when selecting between service providers is to find distinguished service in addition to good price for the service delivered. Furthermore, technical support services must be adequately provided by the internet service provider.
- there is a need for enforcing monitoring systems on internet service providers in the kingdom by tracking and checking the internet service providers for the subscribers with respect to the price of the service, its quality, internet speed and the stability of the infrastructure and their preparedness in the case of expected and unexpected risks. This will contribute in reducing the risks of any dysfunctions or fraud in the service delivered which may compensate for the bad service delivered or the internet provider bad service and to enforce the internet service provider to deliver actual service.
- internet service is one of the integral elements of the communication system in Jordan, and this sector is witnessing a real revolution with respect to service speed, marketing campaigns and innovations. Therefore, Jordanian communication systems has to rely on three basic elements in delivering internet service: high service quality, excellence in customer service and

continuous adaption with modern technologies and offering competing prices for the internet services.

- combinations of multiple services provided by the same provider based on annual contracts are safer against customers switching behavior and competition. Recently, internet service providers offer competitive offers of internet-based TV and land-phone services along with internet. This combination increase switching costs barrier and creates more loyal customers. Internet service provider who add these additional services require continuous improvements in the internet quality in a way to keep high quality TV and land-phone services. Thus, maintaining high quality service, easier (less effort and time) monthly payments, and high switching costs barrier attempt to maintain and enhance the level of customer loyalty.

6.3 Limitations and suggestion for future research

The present study is intended to investigate the roles of order winners and order qualifiers among the internet service providers in Jordan. Thus, it suffers a number of limitations.

❖ It deals only with Jordanian companies excluding the Arabic and the global companies.

❖ The population of the study is limited to Jordanian internet service providers. Therefore, the results are suitable to generalize only in this region.

❖ The study was conducted in service sector in Jordan, therefore the finding cannot be generalized to other sector ,it would be important for future research to explore the order winner criteria in other sector.

- ❖ Study reflects the customers' perspective and did not take in consideration the internet service provider perspective.

- ❖ Researcher did not take into account the actions, which service providers are doing and its impact on order winner criteria.

- ❖ The Jordanian internet service providers did not cooperate with the researcher to provide the non- confidential information that has no effect on the company, as the internet service provider companies did not disclose the information relating to the internet service users and the actions performed by the company to improve the quality of its services.

- ❖ The researcher did not take the actions performed by the internet service providers to improve the service quality and its effects on order winners and its relationships with the other performance indicators in his consideration. As such, the researcher recommends the need to take this into consideration in future research.

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APPANDIX (1)

LIST OF ARBITRATORS

Name	Post	Department	University
Ahmed Al Omari	professor	Accounting	Yarmouk university
Mahmoud Al Kilani	Professor	marketing	Yarmouk university
Yazan migdadi	Assistant professor	Business administration	Yarmouk university
Hassan Al-Issa	Assistant professor	Business administration	Yarmouk university
Ammar Alawneh	Assistant professor	Business administration	Yarmouk university

Appendix (2)

Research questionnaire in Arabic

جامعة اليرموك

كلية الاقتصاد والعلوم الإدارية

قسم إدارة الأعمال

أخي الكريم / أختي الكريمة

يقوم الباحث علاء محمد النمرات بدراسة بعنوان "استراتيجيات العمليات الناجحة لمزودي خدمة الإنترنت في الأردن"، ويتم إعداد هذه الدراسة كمتطلب لاستكمال الحصول على درجة الماجستير في إدارة الأعمال، نرجو منكم التلطف بتعبئة هذه الاستبانة بدقة وموضوعية. علماً أن المعلومات المقدمة منكم ستعامل بسرية ولن تستخدم إلا لغايات البحث العلمي

وتفضلوا بقبول فائق الاحترام والتقدير

الدكتور المشرف : يزن خالد عبدالله مقدادي

الباحث: علاء محمد النمرات

هاتف:0785128375

بريد الكتروني: alaa_nimrat82@yahoo.com

الجزء الأول: البيانات الشخصية

الرجاء وضع إشارة(√) بجانب كل عبارة أو تعبئة الفراغ وبما ينطبق عليك

1- العمر

☐ اقل من 18 ☐ 19 -25 عاما ☐ 26 -35 عاما ☐ 36عاما فأكثر

2- المستوى التعليمي

☐ دكتوراة ☐ ماجستير ☐ بكالوريوس أو دبلوم ☐ ثانوية عامة فأقل

3- الجنس

☐ ذكر ☐ أنثى

4- المهنة

☐ موظف حكومي ☐ موظف قطاع خاص ☐ عامل ☐ طالب ☐ أخرى

5- عنوان المنطقة السكنية، الرجاء كتابه ألمحافظة ....

الجزء الثاني: بيانات استخدام خدمة الإنترنت

الرجاء وضع إشارة(√) بجانب كل عبارة أو تعبئة الفراغ وبما ينطبق على واقع استخدامك لخدمة الانترنت

1- ما اسم الشركة المزودة لخدمة الانترنت لديك

☐ زين ☐ أورانج ☐ أمنية ☐ أخرى يرجى ذكرها............

2- ما نوع اشتراك الانترنت لديك

☐ adsl الخط الأرضي ☐ wifiالانترنت اللاسلكي ☐ انترنت الجوال ☐ الألياف البصرية

3- ما معدل الاستخدام اليومي للانترنت لديك

☐ اقل من ساعة ☐ ساعتين ☐ ثلاث ساعات ☐ أربع ساعات فأكثر

4- ما هي أسباب استخدام الانترنت لديك

☐ التعليم ☐ الأخبار والثقافة ☐ التسلية وشبكات التواصل الاجتماعي ☐ الأعمال والشراء عن طريق الانترنت ☐ العمل من المنزل

5- منذ متى وأنت مشترك مع مزود خدمة الإنترنت الحالي...

الجزء الثالث: أسباب اختيار مزود خدمة الإنترنت

الرجاء وضع إشارة (√) أمام كل عبارة وبما يعكس السبب وراء اختيارك لمزود خدمة الإنترنت الحالي لك

		لم يؤثر على الإطلاق	أثر بدرجة ضعيفة جدا	أثر بدرجة ضعيفة	أثر بدرجة متوسطة	أثر بدرجة عالية	أثر بدرجة عالية جدا
	العروض						
1	التنوع في عروض الإنترنت	☐	☐	☐	☐	☐	☐
2	سهولة ألإنتقال من عرض الى أخر	☐	☐	☐	☐	☐	☐
3	طرح عروض جديدة	☐	☐	☐	☐	☐	☐
	السعر						
4	إنخفاض سعر الخدمة كالإشتراك الشهري مقارنة مع مزودي الخدمة الأخرين	☐	☐	☐	☐	☐	☐
5	إنخفاض التكلفة المرتبطة بتأسيس الخدمة مقارنة مع مزودي الخدمة الأخرين	☐	☐	☐	☐	☐	☐
	الجودة						
6	السرعة العالية في التنزيل والتحميل للبيانات	☐	☐	☐	☐	☐	☐
7	السعة الكبيرة لتنزيل للبيانات	☐	☐	☐	☐	☐	☐
8	توفر الخدمة بلا انقطاع أو تقطع	☐	☐	☐	☐	☐	☐
	تنوع منافذ الخدمة						
9	توفر خدمة الإنترنت من خلال وسائل تكنولوجية متعددة (ADSL, WiFi, Mobile internet)	☐	☐	☐	☐	☐	☐
	خدمة العملاء والدعم الفني						
10	توفر منافذ متعددة للتواصل مع خدمة العملاء (من خلال الموقع الإلكتروني، مراكز الإتصال، مكاتب خدمة العملاء)	☐	☐	☐	☐	☐	☐
11	انتشار مكاتب خدمة العملاء	☐	☐	☐	☐	☐	☐
12	سرعة الإستجابة للشكاوي أو الإستفسارات من قبل خدمة العملاء	☐	☐	☐	☐	☐	☐
13	التعامل اللائق من قبل موظفي خدمة العملاء	☐	☐	☐	☐	☐	☐

14	السرعة في تركيب وتفعيل الخدمة	☐	☐	☐	☐	☐	☐
15	توفير الوسائل التكنولوجية اللازمة لتشغيل الخدمة كجهاز اللاسلكي والكوابل مجانا أو بسعر منافس	☐	☐	☐	☐	☐	☐
16	إحتراف الفنين في التعامل مع المشكلات الفنية	☐	☐	☐	☐	☐	☐
17	سرعة الإستجابة للمشكلات الفنية من قبل موظفي الصيانة	☐	☐	☐	☐	☐	☐
	الخدمات الإضافية وطرق الدفع						
18	تقديم خدمات إضافية كالبريد الإلكتروني، رقابة الأهل، شراء جيجابايت أضافية	☐	☐	☐	☐	☐	☐
19	التنوع في طرق الدفع للفواتير	☐	☐	☐	☐	☐	☐

لجزء الرابع: الرضا عن مزود خدمة الإنترنت

الرجاء وضع إشارة (√) أمام كل عبارة وبما يعكس رضاك عن مزود خدمة الإنترنت الحالي لك

		راض بدرجة ضعيفة جدا	راض بدرجة ضعيفة	راض بدرجة متوسطة	راض بدرجة عالية	راض بدرجة عالية جدا
	العروض					
1	التنوع في عروض الإنترنت	☐	☐	☐	☐	☐
2	سهولة ألإنتقال من عرض الى أخر	☐	☐	☐	☐	☐
3	طرح عروض جديدة	☐	☐	☐	☐	☐
	السعر					
4	سعر الخدمة كالاشتراك الشهري	☐	☐	☐	☐	☐
5	التكلفة المرتبطة بتأسيس الخدمة	☐	☐	☐	☐	☐
	الجودة					
6	سرعة التنزيل والتحميل للبيانات	☐	☐	☐	☐	☐
7	سعة تنزيل للبيانات	☐	☐	☐	☐	☐
8	توفر الخدمة بلا انقطاع أو تقطع	☐	☐	☐	☐	☐
	تنوع منافذ الخدمة					
9	توفر خدمة الإنترنت من خلال وسائل تكنولوجية متعددة (ADSL, WiFi, Mobile internet)	☐	☐	☐	☐	☐
	خدمة العملاء والدعم الفني					
10	توفر ونافذ متعددة للتواصل مع خدمة العملاء (من خلال الموقع الإلكتروني، مراكز الاتصال، مكاتب خدمة العملاء)	☐	☐	☐	☐	☐
11	انتشار مكاتب خدمة العملاء	☐	☐	☐	☐	☐
12	سرعة الاستجابة للشكاوي أو الاستفسارات من قبل خدمة العملاء	☐	☐	☐	☐	☐
13	التعامل اللائق من قبل موظفي خدمة العملاء	☐	☐	☐	☐	☐

14	السرعة في تركيب وتفعيل الخدمة	☐	☐	☐	☐	☐
15	توفير الوسائل التكنولوجية اللازمة لتشغيل الخدمة كجهاز اللاسلكي والكوابل مجانا أو بسعر منافس	☐	☐	☐	☐	☐
16	إحتراف الفنين في التعامل مع المشكلات الفنية	☐	☐	☐	☐	☐
17	سرعة الإستجابة للمشكلات الفنية من قبل موظفي الصيانة	☐	☐	☐	☐	☐
	الخدمات الإضافية وطرق الدفع					
18	تقديم خدمات إضافية كالبريد الإلكتروني، رقابة الأهل، شراء جيجابايت أضافية	☐	☐	☐	☐	☐
19	التنوع في طرق الدفع للفواتير	☐	☐	☐	☐	☐

الجزء الخامس: الثقة والولاء لمقدم الخدمة

الرجاء وضع إشارة (√) أمام كل عبارة وبما يعكس وجهة نظرك عن مزود خدمة الإنترنت الحالي لك

		موافق بدرجة ضعيفة جدا	موافق بدرجة ضعيفة	موافق بدرجة متوسطة	موافق بدرجة عالية	موافق بدرجة عالية جدا
1	اثق في شركة المزودة لخدمة الإنترنت	☐	☐	☐	☐	☐
2	اثق في نظام الدفع للشركة التي اتعامل معها	☐	☐	☐	☐	☐
3	أؤمن بأن هذه الشركة لايمكن أن تغشني	☐	☐	☐	☐	☐
4	الشركة التي اتعامل معها يمكن الوثوق بها لانها تهتم بتلبية احتياجات الزبائن	☐	☐	☐	☐	☐
5	سأستمر بالتعامل مع الشركة المشترك معها	☐	☐	☐	☐	☐
6	لن اتعامل مع شركة آخرى حتى لو قدمت لي تعرفة أفضل	☐	☐	☐	☐	☐
7	اذا اعطيت نفس الخدمات من شركة اتصال أخرى ولكن بامتيازات افضل فسأنتقل الى الشركة الأخرى	☐	☐	☐	☐	☐
8	اوصي بشركة الإنترنت المشترك معها لأصدقائي ومعارفي	☐	☐	☐	☐	☐
9	التوجه نحو شركة أخرى آخر سيكلفني الكثير	☐	☐	☐	☐	☐
10	التوجه نحو شركة آخرى قد لا يضمن تقديم الخدمة بنفس الجودة الحالي	☐	☐	☐	☐	☐
11	قبل التوجه نحو شركة آخرى لابد من تقييم كافة الأمور التشغليلية (التنوع في الخدمات، سرعة الشبكة، توفر الخدمة، طرق الدفع....الخ)	☐	☐	☐	☐	☐

Appendix (3)

Research questionnaire

Yarmouk University

Faculty of Economy& Management Sciences

Business Management Department

Dear respondent

The researcher Alaa' Mohammad Al Nimrat is conducting a study entitled:

" The Order Winners' Operations Strategies of Internet Service Providers in Jordan"

In partial fulfillment to obtain his master degree in Business Management at Yarmouk University. We kindly ask you to respond to the items in the questionnaire objectively and accurately noting that the information obtained will be only used for scientific research.

With respect

Researcher: Alaa' Mohammad Al Nimrat

Tel: 0785128375

e- mail: alaa_nimrat82@yahoo.com

Section One: Demographic Information

Please put (√) beside the statement describing you the best

1- Age

Less than 18 ☐ 19-25 ☐ 26-36 ☐ More than 36 ☐

2- Educational level

PhD ☐ MA ☐ BA or Diploma ☐ Secondary School or less ☐

3- Gender

Male ☐ Female ☐

4- Profession

Government clerk ☐ Private sector employee ☐ Worker ☐ Student ☐ Other ☐

5- Resident: please write the name of the government...............................

Section Two: Internet Provider Information

Please put (√) beside the statement describing you the best with respect to your use of the internet

1-Name of the internet service provider

Zain ☐ Orange ☐ Ummnia ☐ Other: ☐

2-What is the internet service provider you use

Adsl ☐ Wifi ☐ Mobile internet ☐ Optical fibres ☐

3-How many hours (per day) do you use the internet

-Less than one hour ☐ - Two hours ☐ - three hours ☐ - Four hours or more ☐

4-I use the internet for

- Education ☐ - News and Culture. ☐ - Working from home. ☐

- Enjoyment and fun ☐ - electronic commerce and e- purchase ☐

- Social communication ☐ - all above ☐

4-For how long have you been with the current internet service provider …………….

Section Three: Reasons for selecting the current internet service provider

Please put (√) beside the statement describing your selection for the current internet service provider

		Had no effect	Very weak effect	Weak effect	Moderate effect	High effect	Very high effect
	Offers						
1	Different and various offers	☐	☐	☐	☐	☐	☐
2	Changing from one offer to another easily	☐	☐	☐	☐	☐	☐
3	providing new offers	☐	☐	☐	☐	☐	☐
	Price						
4	Low price compared to other internet service providers.	☐	☐	☐	☐	☐	☐
5	Low installation cost comparedto other internet service providers.	☐	☐	☐	☐	☐	☐
	Quality						
6	High uploading and down loading speed.	☐	☐	☐	☐	☐	☐
7	High capacity for data downloading.	☐	☐	☐	☐	☐	☐
8	The service is always available.	☐	☐	☐	☐	☐	☐
	Service channels variation						
9	(The internet is provided using several technology channels (ADSL, WiFi, Mobile internet)	☐	☐	☐	☐	☐	☐
	Customers service and technical support						
10	There are many channels to communicate with the customers service (via website, communication centers, customers; service offices)	☐	☐	☐	☐	☐	☐
11	Customers' service offices are various	☐	☐	☐	☐	☐	☐
12	Quick response to the complaints and	☐	☐	☐	☐	☐	☐

	inquiries by the customers service offices.						
13	Customers service employees show high courtesy with customers.	☐	☐	☐	☐	☐	☐
14	Speed in service installation and operatio	☐	☐	☐	☐	☐	☐
15	the service provider provides the needed technological tools for service operation such as cables and wireless for free or bu competing prices.	☐	☐	☐	☐	☐	☐
16	The technician are professional in handling the technical problems.	☐	☐	☐	☐	☐	☐
17	The service provider responds quickly to any technical problem	☐	☐	☐	☐	☐	☐
	Additional service and payment channels						
18	Providing additional services such as e-mails, parents supervision or buying extra Gigabytes.	☐	☐	☐	☐	☐	☐
19	Variation in billing	☐	☐	☐	☐	☐	☐

Section Three: Satisfaction with the internet service provider

Please put (√) beside the statement describing your selection for the current internet service provider

		Very low satisfaction	Low satisfaction	Moderate satisfaction	High satisfaction	Very high satisfaction
	Offers					
1	Different and various offers	☐	☐	☐	☐	☐
2	Changing from one offer to another easily	☐	☐	☐	☐	☐
3	providing new offers	☐	☐	☐	☐	☐
	Price					
4	Low price compared to other internet service providers.	☐	☐	☐	☐	☐
5	Low installation cost comparedto other internet service providers.	☐	☐	☐	☐	☐
	Quality					
6	High uploading and down loading speed.	☐	☐	☐	☐	☐
7	High capacity for data downloading.	☐	☐	☐	☐	☐
8	The service is always available.	☐	☐	☐	☐	☐
	Service channels variation					
9	The internet is provided using several technology channels (ADSL, WiFi, Mobile internet)	☐	☐	☐	☐	☐
	Customers service and technical support					
10	There are many channels to communicate with the customers service (via website, communication centers, customers; service offices)	☐	☐	☐	☐	☐

11	Customers' service offices are various	☐	☐	☐	☐	☐
12	Quick response to the complaints and inquiries by the customers service offices.	☐	☐	☐	☐	☐
13	Customers service employees show high courtesy with customers.	☐	☐	☐	☐	☐
14	Speed in service installation and operation	☐	☐	☐	☐	☐
15	the service provider provides the needed technological tools for service operation such as cables and wireless for free or bu competing prices.	☐	☐	☐	☐	☐
16	The technician are professional in handling the technical problems.	☐	☐	☐	☐	☐
17	The service provider responds quickly to any technical problem	☐	☐	☐	☐	☐
	Additional service and payment channels					
18	Providing additional services such as e- mails, parents supervision or buying extra Gigabytes.	☐	☐	☐	☐	☐
19	Variation in billing	☐	☐	☐	☐	☐

Section Five: Trust and Loyalty Towards the Service Proovider

Please put (√) beside the statement describing your trust and loyalty level for the current internet service provider

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I trust the internet service provider	☐	☐	☐	☐	☐
2	I trust the billing system used in the internet service provider	☐	☐	☐	☐	☐
3	I am sure that he internet service provider will not cheat me.	☐	☐	☐	☐	☐
4	My internet service provider is trustworthy as it fulfills its customers needs.	☐	☐	☐	☐	☐
5	I will continue with my current internet service provider	☐	☐	☐	☐	☐
6	I will not change my internet service provider even if other companies provide lesser prices.	☐	☐	☐	☐	☐
7	If I was given the same services from another service provider with additional privileges, I will change my current service provider.	☐	☐	☐	☐	☐
8	I recommend my internet service provider to my friends and acquaintances to	☐	☐	☐	☐	☐
9	I will loose a lot if I change my internet service provider	☐	☐	☐	☐	☐
10	Changing my internet service provider will not guarantee having the same service quality.	☐	☐	☐	☐	☐
11	Before changing to another service, an assessment for the operational issues (variation in services, internet speed, service availability, billing, .. etc.) must be taken into consideration	☐	☐	☐	☐	☐

Appendix (4)

Abstract in Arabic

هدفت هذه الدراسة إلى تحديد معايير العمليات الناجحة لمزودي خدمات الانترنت في الأردن (الجودة، السعر، السرعة والمرونة)، واثر هذه المعايير على مؤشرات الأداء (رضا الزبائن، ولاء الزبائن، الاحتفاظ بالزبائن، تكلفة التبديل والثقة)، وتحديد الاستراتيجيه الفاعلة في جذب اكبر عدد من الزبائن خلال الفترة الزمنية (2009–2013). تم اختيار اكبر ثلاث مزودين لخدمة الانترنت في الأردن (زين، اورنج، وامنيه)، تم توزيع الاستبانه على 662 زبون من المشتركين، استخدم الباحث اختبار (one- sample t-test) لتحديد معايير العمليات الناجحة لكل مزود خدمه، ومن ثم تم استخدام نفس الاختبار لتحديد معايير العمليات الناجحة لكل مزود خدمه ولكل سنه لوحدها خلال الفترة الزمنية الممتدة بين عام 2009 ولغاية 2013. تم بناء نموذج تنبؤي يوضح العلاقة بين معايير العمليات الناجحة ومؤشرات الأداء وتم اختبار هذه العلاقات باستخدام (one-sample t-test). وقد دلت نتائج هذه الدراسة إلى أن المعيار الحقيقي ذو الدلالة الاحصائية لاختيار مزود الخدمة من قبل المشتركين هو جودة الخدمة، كما وأشارت نتائج تحليل (single regression) بوجود علاقة ذات دلاله احصائيه بين (جوده الخدمة – المتغير المستقل) ومؤشرات الأداء (رضا الزبائن ، ولاء الزبائن ، تكلفة التبديل والثقة – المتغيرات التابعة).